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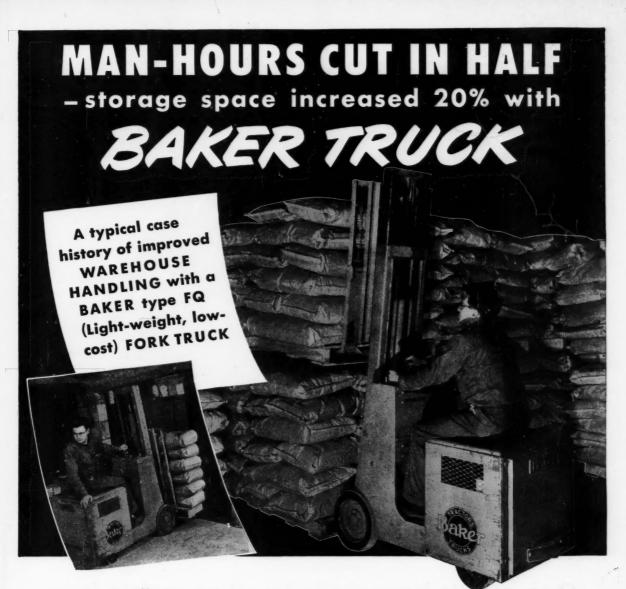
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JANUARY, 1951

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FRONT COVER

As the nation moves towards mobilization, the traffic manager moves to the front ranks of business management. Last month, DA held a meeting of leading industrial traffic managers to find out the status of traffic management today, and also to confirm what this magazine has repeatedly said about the traffic manager's relationship to the whole field of distribution. Taking an active part in the program were (left) A. G. Anderson, president of the National Industrial Traffic League, and E. F. Lacey, executive secretary, who acted as moderator.



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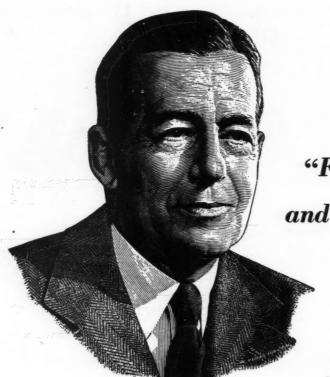
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EDITOR'S PAGE



Why the Roadblock?

A national emergency has been proclaimed. Once more the reserves and resources of the fabulous American economy are being marshalled in defense of western civilization. Once more each phase of distribution must come under scrutiny, for at no time in our history has the need for time, quantity and dispatch been greater than it is now.

The more obvious faults in our distribution system will be eliminated, we are sure. But we have misgivings about transportation.

Just a few weeks ago the Interstate Commerce Commission placed a roadblock squarely across the path of a transcontinental trucking system. In handing down its decisions in the P.I.E.-Keeshin and Transcon cases, it said transcontinental trucking would adversely affect our railroad system. An article in this issue deals at some length with this subject.

The ICC's decisions reflect an attitude which can easily hamper our economic welfare—not only in terms of growth and wealth, but in terms of survival and sacrifice. A national emergency today means expansion far beyond the present indexes of industrial output. It must mean this, otherwise we perish because there's too little too late.

But why clear the way for greater production and obstruct greater transportation? Even some railroad men doubt if their facilities are equal to the transportation problem immediately ahead. Why not recognize realities? If this emergency lives up to its notices, we'll need every freight vehicle of every kind to speed production—and to justify full production.

Capacity production without capacity distribution is futile. We haven't many chances left—let's make this one count!

Melwelfin

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. See why Hydrolectric needs only 1/4 average maintenance

pays to "get to the bottom" of lift truck maintenance problems. The smart truck buyer knows the heart of a lift truck is the drive and makes sure he gets the best, most dependable drive available.

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Lift Trucks Incorporated 2425 Spring Grove Avenue Cincinnati 14, Ohio

ERS TO THE EDITOR

Cherchez the Carton

To the Editor:

May we request the benefit of your comment covering the following subcomment covering the following subject. We shipped 440 cartons of cathode-ray tubes to "A" with a dropoff of 220 to "B," both consignees located in Chicago. We find that "B" signed for 220 cartons without exception, but "A" signed for 219 with an exception of one short out of the 220.

This trailer was loaded as "shipper's load & count" under seal, but our thought is that the seal was broken upon delivery to "B"; both "A" and "B" lots were discharged by the personnel of the delivering carrier. It is also our thought that "B" may have received 221 instead of the intended 220, even though he signed for 220. for 220.

Have we any basis for filing claim for the one short under these circumstances, the shipment moving forward on a prepaid bill?—Malcolm Thomson, Traffic Department, National Union Radio Corp., Hatboro, Pa.

[It appears that you have definite proof that the carrier accepted 220 items for "A" and 220 items for "B" tiems for A and 220 items for befor delivery. Hence, it is a question of having "B" give definite testimony as to whether he received 220 or 221 items. If "B" states he received only 220 items, then the testimony is against the carrier's possible stand that "B" has the missing item. Also, it is my opinion that the carrier is under obligation to know whether "B" received more than his allotment of 220 (especially since "B" is located in the same city), since "A" refused to sign for his full allotment. I feel that the carrier is responsible for the missing item.—Leo T. Parker, Legal Con-_sultant.1

Who Pays For Warehouse Move?

To the Editor:

We have been quite interested in your monthly department "Within the Law," and are taking the liberty of asking your opinion on the following:

One of our warehouses has been sold, and we know that we have to notify our clients by registered mail that we are moving their household effects to another building. Are we right in assuming that we cannot charge for moving these goods? Also, can we raise the monthly storage rate, as we have built a new warehouse building and some of these accounts are old and of course are paying a very low rate? The question has come up that the original warehouse list issued might

be considered a legal contract and that the rate stipulated therein would hold over to whatever building the goods were placed in.—J. F. Blackham, "Original" J. F. Blackham, Inc., Flushing, N. Y.

[Before you move stored goods from one warehouse to another, it is absolutely necessary for your protection that you obtain consent, in writing, from the owners of the goods; otherwise, you automatically become liable as an insurer against loss or damage to the goods. You can include in your to the goods. For can thetiate in your consent notice a clause under which the owners agree to pay a reasonable sum for having their goods moved. If they refuse, it is your duty to move the goods without cost. You cannot increase the monthly storage charge unless your contract so provides.—Leo T. Parker, Legal Consultant.]

HHG Carrier Has a Case

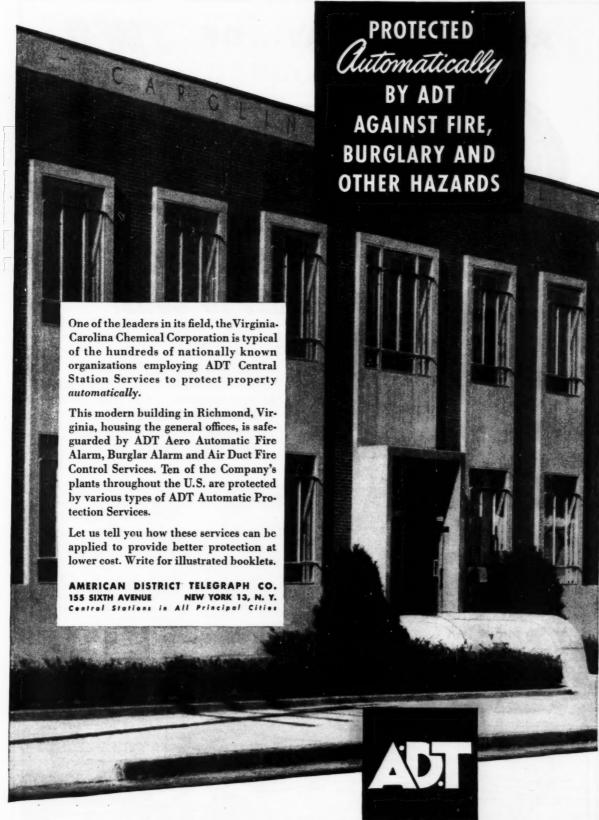
To the Editor:

From time to time we have read with interest your department "Within the Law." More particularly, we have been interested in cases cited in reference to split responsibility from a household goods carrier's point of view. If possible, we would like Mr. Parker to discuss this item again. To be specific, I would like to bring out an actual case.

An Allied Van Lines agent moved the household effects of a Marine Corps brigadier general in Camp Le-jeune, N. C., to a commerical ware-house in Norfolk, Va.,—the warehouseman being the government furniture depositor via contract. Approximately 60 days later, this furniture was removed by marine corps truck to the general's residence in Portsmouth, Va., and because of damage, he filed claims with Allied Van Lines.

Although we do not remember the actual cases cited, we feel that Mr. Parker has covered this point specifically on previous occasions, and we are wondering if he might do so again. -M. F. Aspinwall, Security Storage and Van Co., Norfolk, Va.

[According to Mr. Parker, the responsibility for loss or damage to household goods always rests with the party whose negligence was responsi-ble. Hence, if the warehouseman packs goods improperly and these goods are later damaged in transporgoods are later damaged in transportation, it is the warehouseman who bears the sole liability. On the other hand, if the loss of damage is due to negligence on the part of the common carrier, it is he who is liable. A full discussion of this matter will appear in an early issue of DISTRIBUTION AGE.



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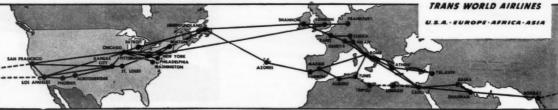
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CONDUCTS HEARING

Industrial Traffic Management

Can industrial traffic management meet the challenge of mobilization? What are the responsibilities and functions of a competent traffic manager? What about his educational qualifications? Last month, eleven of the nation's leading industrial traffic men went on the record with answers to these and other questions . . .

DISTRIBUTION AGE is deeply interested in the future of industrial traffic management, because it believes traffic management must logically become a major executive function—if only policy-making management will give it the recognition it deserves. To find out what evolution has taken place in this direction, DA sponsored on December 15 an informal meeting of eleven of the country's top industrial traffic managers, and invited each of them to speak freely on the potentialities of their profession.

A condensed transcript of their testimony appears below.

According to the testimony, it was discovered that industrial traffic management has made great strides during the past decade in gaining recognition. Indeed, in the larger corporations, it is now part and parcel of top management. Also, it is being consulted on most of distribution's eight major phases—transportation, warehousing, materials handling, packing and packaging, finance, insurance, service and maintenance, and marketing.

Moderator of the meeting was Mr. E. F. Lacey, executive secretary of the National Industrial Traffic League . . .

R. LACEY: I think discussions of this kind are very desirable because they afford us an opportunity to interchange our ideas on subjects of current importance. The first question is under the heading of "Traffic Management as an Executive Function."

• How has the standing of the traffic manager been improved over the past 10 years?

Mr. LACEY: I am going to call on Mr. Beard to lead the discussion.

MR. BEARD (Union Carbide & Carbon): I have been in industrial traffic management only 14 years. During that period, the profession has grown, of course. I think probably it grew more during the last war period than at any other time. The impetus was the importance of getting products moved to the place they were needed at the time they were needed. The standing of the traffic manager improved with his



On the TRAFFIC MANAGER . . .

E. F. Lacey, executive secretary, National Industrial Traffic League: "He must be resourceful . . . energetic . . . diplomatic . . . broadminded . . . He should report to an executive officer, a top executive, if possible."

ability to do just that job during World War II.

I think most traffic men did the job so well that they received the recognition that was due them. It became known some time ago—but probably not by top management until recently—that very large portions of the total expenses of operating an industry were paid to transportation agencies. In our own case, it runs somewhere between eight and 10 per cent of total operating expenses. When you get into figures like that, you have to have close supervision and effort to keep the bill small as possible.

MR. BAILEY (West Virginia Pulp & Paper): You mean the freight bill?

MR. BEARD: That's only one phase of the traffic manager's job as DISTRIBUTION AGE sees it. You might include such items as warehousing, insurance, and materials handling.

GE



On TRANSPORTATION . . .

H. M. Frazer, general traffic manager, F. W. Woolworth Co.: "We have two extremes in transportation—one is the last-minute set-up where we deliver fast; the other is delivering well ahead of time at a minimum of cost."



On WAREHOUSING . . .

C. B. Roeder, general traffic manager, American Home Foods Co.: "In distribution, a great amount of responsibility talls to our sales department, but we perform a consulting service on marketing and warehousing . . . "



On FINANCE . . .

C. H. Beard, general traffic manager, Union Carbide & Carbon Corp.: "In companies using tank cars or tankers, the question comes up whether equipment should be owned or leased. There you get into the question of finance..."

MR. LACEY: Isn't it true that those who were traffic managers during the second world war generally hold the same or an improved position today? That is, aren't the same men now heading the traffic departments as headed them during World War II?

MR. BEARD: That's correct. And for this reason, they've had the opportunity to observe through experience. They've been able to profit from the mistakes made during the war. Proof that there's been an improvement in the last 10 years is right here in this room. We have today vice-presidents in charge of traffic and transportation, which is something we didn't have 10 years ago. These men are part of top business management, which is conclusive proof that the standing of the traffic manager has materially improved.

MR. ANDERSON (Socony - Vacuum): Well, I think the standing of the traffic manager probably varies a great deal from company to company, just as it differs in most of the companies represented at this table. When companies are large enough, they continue using traffic managers and competent traffic organizations.



On PACKING and PACKAGING . . .

R. J. Newberry, general traffic manager, Johns-Manville Corp.: "Packing and packaging is a four-way proposition. First of all, you want the cheapest package; second, you want strength; third, the package must have definite sales appeal; and, fourth, the traffic department comes in with its okay to make sure that the package complies with the various rules of the consolidated freight classification."

As far as my own company goes, we consider transportation as one of the four principal parts of our business-producing, refining, marketing and transportation are the four that go hand-in-hand. When the company makes new studies of things like pipelines, trucks, or products, the traffic department is the keystone of such studies. We have to determine what products are to be moved; we have to serve the pipelines, and we have to determine how the product should be moved-whether by truck or by rail. The traffic department is naturally recognized as very important in larger companies. I think the feeling that may exist among some people that traffic men are not recognized, or don't have the standing . they should have, stems from the smaller organizations, where the title of traffic manager is probably a misnomer. I do think, as Charley Beard said, that the same men are heading the traffic departments today as headed them during World War II- and they're all better men for their wartime experience. They've had a great deal of experience in dealing with knotty prob-

MR. LACEY: Mr. Krumech, do you



On INSURANCE . . .

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A. G. Anderson, general traffic manager, Socony-Vacuum Oil Co.: "As for insurance, we might play a role there in cases of contracts for trucking that involve the insurance angle. There may be a little bit of marine insurance."



On SERVICE and MAINTENANCE . . .

C. S. Decker, general traffic manager, The Borden Co.: "The traffic department should be consulted on the overall program of fleet maintenance. I don't mean we should run the garage, but we should be consulted . . . "



On MARKETING . . .

W. J. Bailey, vice-president, traffic, West Virginia Pulp & Paper Co.: "Marketing is an economic function, and it's a phase that might offer a field for traffic managers who have vision, and who are well-informed."

have any comments you might care to offer?

MR. KRUMECH (American Car & Foundry): Yes. I think the status of the traffic manager today, as compared with 10 years ago, depends on the type of business. For example, in my own industry, the job of the traffic department is probably not the same as that of other traffic departments. We're more or less a part of the sales undertaking of the company. It's the high cost of progress during the past 10 years that has at last caused management to realize what a traffic department can mean to the sales effort.

Speaking generally, I can think of one point which has been an influence in improving the traffic manager's status—the government orders which came out during the war. The only one to interpret these orders transportation-wise was the traffic department, and this brought the existence of the department to the attention of the other departments. I'm referring especially to the traffic department's interpretation of ODT orders. If the traffic manager wasn't consulted, the company suffered.



On MATERIALS HANDLING . . .

Herbert E. Wiggin, vice-president, traffic, National Biscuit Co.: "Materials handling is something new in traffic department jurisdiction . . . A year or so ago, some consulting engineers recommended that materials handling be under traffic department jurisdiction. We select the type of equipment which is to be used . . I cite this to show that the traffic department can materially help the company develop materials handling."

Mr. ROEDER (American Home Foods): I don't think very much can be added to what's already been said, but I do have one thought in mind, based on my own experience. I got into industrial traffic management in a newly organized and newly formed operation, which had its inception just before the war and developed during the war. I think this is a noticeable indication that business does realize the importance of traffic managementand that it recognizes its contribution to a wide range of activities; for example, the movement of goods, the selection of plants, the expansion of business, and the distribution and marketing of products. We started from scratch six vears ago.

Mr. Lacey: I think that's a good point. I'm going to call on Mr. Bailey.

Mr. Bailey: I think the question of the standing of a traffic manager depends largely on the importance of transportation service and transportation costs to the company he works for. I think we must all agree that the traffic profession is relatively new, even in terms of the experience of some of us, who might



On EDUCATION . . .

J. P. Krumech, traffic manager, American Car & Foundry Co.: "Experience is the best educator . . . but is it the only way an aspirant can get to know his subject? Or can he also obtain education through the ASTT . . . "

think we're old-timers. We are old-timers, but in a young field. I think the progress of the traffic manager toward recognition depends very largely on the relations he can establish internally within his own company and externally with those who sell transportation.

I think the stature of the traffic manager is determined largely by his own competence and his own concept of the significance of his function—all of which is identified with the willingness of his principals to permit him to operate with such freedom, that, in proceeding with his job, he can work with long-term values in view, as well as, or perhaps to a greater degree than, short-term values.

Many traffic managers are inhibited, not through any incompetence on their part, but because their companies aren't willing to allow them to become better traffic managers. In many cases, the traffic manager is just a foreman of the shipping department with no concept of the company's transportation policies; in other cases, he might be nothing more than a good tariff man.

I think that that kind of traffic manager is in an unfortunate position and perhaps can never develop unless someone in another organization sees values in him which are

not recognized by his own company. Again, the traffic department is frequently so far down in an organization that it might be a small part of a larger division, and the traffic manager might find that he's responsible to, say, a purchasing agent who's subject to a budget and who has no concept of what costs are proper for operating a worthwhile traffic department. This purchasing agent, or other division head, is often tempted to whittle away the projected expenses of the traffic department, which he does not appreciate, so that he might have more funds to spend in some branch or division with which he is more familiar.

So I believe that the answer to the question is "yes" and "no." I believe there are companies which recognize the value of a well-organized traffic department, and in these companies the traffic manager is making progress toward a top-management position. This recognition is extremely important to the success of a traffic manager. In companies which do not have such breadth of vision, or are unwilling to permit this kind of development, the prog-

These Questions Were Asked

- How has the standing of the traffic manager been improved over the past 10 years?
- Is the traffic management profession better prepared today to deal with mobilization problems than it was prior to World War II?
- Do you believe that the traffic manager should be consulted on all or most of these basic phases of distribution: transportation, warehousing, materials handling, packing and packaging, finance, insurance, service and maintenance, marketing?
- Do you believe that this is possible in cases where the traffic department is subordinate to the sales department?
- What have you to say about the traffic manager's responsibility with regard to selection of plant locations?
- What have you to say about the educational requirements of a traffic manager in the future?
- Has the traffic manager a future as an executive whose duties would be comparable to those that might be exercised by a "manager of distribution" or a "vice-president in charge of distribution"?



On TRAFFIC MANAGEMENT . . .

E. D. Sheffe, general traffic manager, Esso Standard Oil Co.: "If the traffic department is subservient to another department, I don't believe consultation on all of the basic phases of distribution would be possible."

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ress of the traffic manager is being held back.

MR. FRAZER (F. W. Woolworth): Our traffic department handles a far-flung transportation system, perhaps a different type of transportation than most of you around this table. I just want to add one thought to what Bill Bailey was saying. I think what he wanted to say was that the value of a traffic manager, provided he is competent in his traffic work, is measured largely by his ability to sell himself and the work done in his department to his superiors—particularly to the right superiors. Not necessarily to the sales manager or the purchasing agent, but to the right superiors. I think that, in a few words, is what Bill was trying to

MR. LACEY: I don't know whether this is a proper time to say this or not. It's my contention that some traffic men in industry lack definite plans and sales ability. One man told me that he was rather independent in that he reported to nobody in particular; I told him I thought he was making a mistake, that if I were in an industrial traffic position today, and found my department in danger of becoming expendable, I'd endeavor to tie in with some officers of the company. First, I'd try to tie

(Continued on page 30)

EATON AXLES Haul More Every Day

More trips with full load whether roads are good or bad—that's the contribution of Eaton 2-Speed Axles to greater truck operating profits. Eaton 2-Speeds have double the conventional number of axle gear ratios. As a result, the tremendous power of today's engines is utilized to best advantage—speed for good roads . . . pulling capacity under full load for tough spots. Regardless of driving condi-

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tions, faster trips are the rule—without sacrificing payload. This ability to haul more is the reason that Eaton Axles pay for themselves over and over.

Eaton's performance is made possible by its exclusive planetary gearing, positive lubrication and other features which your truck dealer will be glad to explain.



PRODUCTS: SODIUM COOLED, POPPET, AND FREE VALVES . TAPPETS . HYDRAULIC VALVE LIFTERS . VALVE SEAT INSERTS . JET ENGINE LARTS . ROTOR PUMPS . MOTOR TRUCK AXLES . PERMANENT MOLD GRAY IRON CASTINGS . HEATER-DEFROSTER UNITS . SNAP RINGS LRINGTITES . SPRING WASHERS . COLD DRAWN STEEL . STAMPINGS . LEAF AND COIL SPRINGS . DYNAMATIC DRIVES, BRAKES, DYNAMOMETERS

"LOADS" of Good Wishes

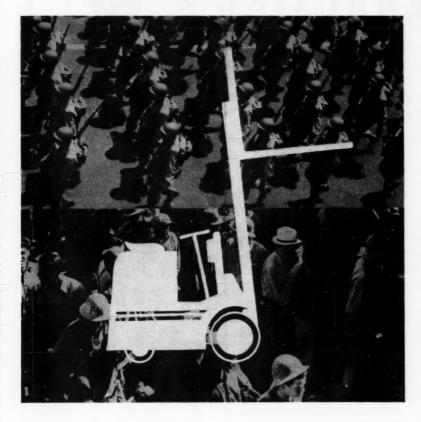
May you travel down Life's Highway with Health. Wealth and Happiness.



Branch Motor Express Company
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Handling the Manpower Shortage



Scientific handling takes the spotlight as mobilization makes inroads on manpower

By MATTHEW W. POTTS

Materials Handling Consultant

THE "manpower situation" today might be summed up in these terms: We are confronted with a demand for top production at a time when mobilization is forcing a labor shortage upon us. The figures of the 1950 census throw some highly pertinent light on this problem. In the 10-to-19-year-old age group, which is the foundation upon which our general labor supply is built, there was a decrease of 2,000,000 as compared with the 1940 census. The figures reveal further that in the 20-to-39 group, there was an increase of only 4,000,000, or less than nine per cent, and that in the years from 40 to 59, there was an increase of 4.700,000, or 16 per cent. For the 60-years-and-over group, the increase was 4,000,000, or 30 per

The materials handling industry might well call these figures to the

attention of industry. Their import lies in the fact that there are fewer men in the 10-to-19-year bracket from which to draw for industrial needs, and that in the bracket from 20 to 39, which is the group on which mobilization will make the greatest demands, there was only a nine per cent increase—not enough to provide us with a manpower surplus.

Older Men Will Work

Those that remain for industrial work are in the 40-to-59 and 60-and-over groups; these men will be available to industry even if an all-out war effort is demanded. But the salient point is that they cannot perform the tremendous physical tasks required of them without the assistance of mechanical equipment. They must have the very best working tools with which to

handle materials; regardless of the type of equipment required, it must be supplied to help these men of mature years handle material safely, quickly and economically.

Industry and government have been setting an age limit of 65 years for employees, but many people past this age are quite capable of performing years of fruitful labor. Large numbers in this group, moreover, are extremely desirous of continuing in their occupational capacity. But many highly placed officials, both in government and in the labor movement, have restricted our labor market by imposing an arbitrary limit of 65 years on it, thus adding to the labor shortage and to the attitude in industry that people over 65 are incapable of working.

This is a fallacy. They are not incapable of working, and, given the proper mechanical aids, they constitute a large labor market that can be profitably employed to meet our new emergency.

Young people coming into the (Continued on page 72)

WAREHOUSING





Merchandise warehousing is prepared to cope with "perplexing" times

By W. F. LONG, President American Warehousemen's Association, Merchandise Division

THE year through which we have just come has been, to put it mildly, a perplexing one. To many it has been disastrous; to all, distressing. Economic unrest, strikes, rumors of war, and war itself, have all left us in a state of confusion.

However, as president of the AWA Merchandise Division during the past year, I have seen convincing evidence that the confusion has been considerably minimized by the constant, constructive efforts of our national trade association.

During 1950, as for many years before, improvement in the public merchandise warehousing industry, for the benefit of both the warehouseman and his customer has keynoted association activities. Improvement in paper work and office procedures, a field in which our association functions constantly, has enhanced warehouse efficiency, and, consequently, the value of warehousing service to the growing number of shippers and others who use our facilities.

These efforts have resulted in warehouse accounts becoming a simple matter to handle within the customer's organization.

The exchange of operating ideas and procedures among warehousemen through the association's warehousing library and at its annual meetings, has continually helped to find "a better way to do the job" for the entire industry.

Through such exchanges, through the work of association committees, through releases and technical publications, good warehousemen become better warehousemen — and warehousing customers are learning more and more, that they can depend upon a high quality of service from members of the AWA Merchandise Division.

Manufacturers and distributors, therefore, have continued to make increased use of our facilities, countrywide, as economic and sale-increasing media, through which their products flow to the ultimate consumer.

Specifically as to 1950—the Mer-

chandise Division has been keenly aware of the part that the warehousing industry played in sponsoring the Uniform Warehouse Receipts Act 50 years ago and of the continuous efforts that resulted in the Act becoming law in all 48 states. Consequently, the association has, this past year, expended much effort so that the proposed Uniform Commercial Code, now in process of preparation by the National Conference of Commissioners on Uniform State Laws and the American Law Institute, will not, if enacted into law, disrupt either the rights or the obligations now enjoyed by every warehouse user and warehouseman in the U.S.

Such programs as this are an example of what I mean when I say that constructive efforts of a national trade association can and do minimize confusion.

As to what the future holds for our industry, I can only repeat a quotation from *Keynote*: "We make our future by the best use of the present." We shall continue to serve and to plan as best we can."

In my opinion there are too many variables to attempt a prediction as to economic prospects, any of which would, of necessity, be so shot through with "if," "provided that," and "in the event of," that all meaning would be lost.

This, however, I can and will predict: Whatever the condition, whatever the need, the merchandise warehousing industry and its national association will stand ready to offer their services toward the fulfillment of any task required of them.

... in a World of Change

The three branches of the public warehousing industry have no illusions about the future . . . They are ready for the challenge of a lifetime



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Refrigerated warehousing plans to keep abreast of the emergency

By J. L. GAGINI, President National Association of Refrigerated Warehouses

freezer space added to public refrigerated facilities during 1950." That's the keynote of our year-end summary. Sparked by the phenomenal rise in production of all types of frozen foods, the nation's cold storage operators have engineered major changes in their operations to keep pace with growing needs for their services.

Aware of the fact that the frozen food industry bids fair to be a \$25 billion industry by 1957, refrigerated warehousing has made plans to expand its freezing and handling capacity accordingly.

During the past 12 months, increased emphasis has been placed on mechanization, too. Mechanical handling devices are playing an ever-greater part in the cold storage business.

An estimated 46 per cent of the industry's plants are now mechanized to some extent.

But the job has just begun. The heavier work load is not the only factor boosting modernization of industry facilities. Higher labor costs, increased taxes, and the inflationary price spiral have forced cold storage men to squeeze maximum efficiency from their operations to hold the line against price increases. So far, warehousemen have been successful.

Although increased service charges have been imperative in some cases, they have been kept as low as industry and labor-rate conditions would permit.

Two major projects are on the refrigerated warehousing industry horizon as we approach the new year.

• One is efforts at further improvement in employer-employee relations. This project is due to assume even greater significance in the present emergency economy. A group insurance plan was put into effect nine months ago by the NARW. This pioneer move enabled members of the association to cover their employees at low group-rates.

The effect of this program has been positive and far-reaching: companies subscribing to the plan attract a higher-type employee and labor turnover is sharply retarded.

Critical attention has been paid to foremanship in the industry. Realizing that the foreman is the most important link between management and labor, the association sponsored a program of education during 1950 to improve management's understanding toward this key figure in cold storage.

Employee communication was stressed when NARW sponsored a series of discussions on the use—and abuse—of company bulletin boards.

Other phases of the labor relations problem will be considered in 1951, through fact-finding meetings, publications, and group instruction. Cold storage operators are forward-looking executives. They are alert to the need for improved management techniques, and through their trade association headquarters they are acting to educate themselves to do a bigger and better job.

• To keep its members abreast of government regulation and the military effort, NARW will continue circulating its highly successful confidential memo, "Quick Sheet." Giving a play-by-play description of Washington developments, Quick Sheet helps the industry to deal with new requirements as they develop.

The NARW's annual industry statistical survey—the yardstick of cold storage expansion—will go into a second edition. Findings of the first of these surveys have proved exceedingly valuable to both the industry and its customers in helping to judge cold storage capacity.

From every standpoint, 1950 was a productive year in the history of the refrigerated warehousing industry.

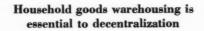
A strong trend in switching from cooler to freezer space has begun.

Mechanization has been increased, and modernization of facilities has been carried on throughout the industry.

Cold storage has lived up to its assignment as a central control of the distribution of perishable foods.

During the coming year its efforts will be bent toward doing a "service-plus" job for its customers. Warehousemen have proved before that they can meet the challenges of either a normal or abnormal economy.

They will continue to "live up to their notices" in the months immediately ahead.



By GEORGE D. LENTZ, President National Furniture Warehousemen's Assn.

THE year 1951 presents to the household goods storage industry a major problem not only in serving the public and the war effort, but also in terms of its own existence. The intimate contacts it has with the public have always prevented it from increasing its prices with the advance of other commodities and with its own costs of operation.

We are in a period of altering our facilities to meet new problems presented by the many new and varied types of household goods items, e.g., fine rugs, carpeting, upholstered furniture, refrigerators, television sets, table-top stoves, works of art, etc. These items now have such values and are of such



construction that they require specialized equipment and trained personnel.

For this reason, the National Furniture Warehousemen's Association has devoted a great deal of its efforts to issuing training courses in manual form for its members. Our monthly trade journal, The Furniture Warehouseman, is devoted entirely to educational work.

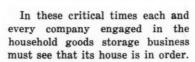
An important field of activity for the household goods storage industry in 1951 will be to provide facilities for the modern movement of industry and business to decentralize business records. This is a specialized service developed to a high degree by warehousemen. Industries self-contained in one building realize the futility of continuing business if all the records stored in the building are destroyed by fire. The government has recommended that industries with important processes for the manufacture of war material take adequate steps to protect blueprints, designs, formulae,

Manufacturers of household utilities, such as heaters, stoves, deep-freezes, air conditioners, kitchen cabinets, etc., are now realizing the value of using the facilities and personnel of a household goods storage warehouse for the distribution, storage, and possibly sales service of their product. The association is lending every assistance possible in this field.

This next year will be a trying one, but irrespective of what our operating and sales promotion problems will be, we are first and last alerting ourselves to whatever assistance we can give to the war effort.

Mayflower association members to continue stressing service

By HAROLD E. BURCH, President Mayflower Warehousemen's Assn.



The calling of so many young men back into the armed forces means the breaking up of many, many homes. Warehouses entrusted with keepsakes and possessions of these men should feel it their patriotic duty to store and handle these goods as if they were their very own, so that when these homes are again reunited, the possessions will be delivered in just as good condition as when they were first stored.

The proper attention must be given not only to carefully storing these goods, but to seeing that adequate insurance has been placed on them by mutual agreement between the warehouse and the owner.

Not only is this the least we can do—it is our obligation.



M OST of the reputable companies engaged today in long-distance moving have devoted much time and effort toward standardizing their services to the point where exceptional quality of service is being offered to the general public.

This has required no small amount of time and effort in proper schooling and training, as well as furnishing the very best of equipment.

The question now presents itself whether warehouses now engaged in the storage of household goods have kept in stride with those engaged in long-distance moving in offering the same high type of quality and service.

Air Cargo Still Moving Up

Annual ton-mile increase for 1950 put at 25 per cent



By JOHN H. FREDERICK

Transportation Consultant

IKE most babies, Baby Air Cargo has shown an amazing capacity for growth. Since 1946, air-cargo traffic in this country has increased by almost 200 per cent; and the past year's increase over 1949, while not as steep as in previous years, has still been put at about 25 per cent.

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Looking back over the years, one sees that while the business of

transporting cargo by air got off to a fairly slow start as a new-born, it started coming into its own during World War II. In the period of industrial dislocation which followed, it shot up like the proverbial weed.

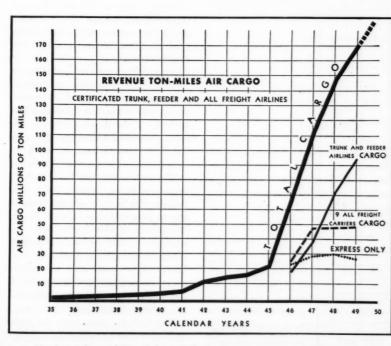
Until 1941, "air cargo" was almost entirely air express. Then, between the fall of 1944 and the end of 1946, the certificated airlines established air-cargo services in the hope of attracting heavier shipments than those moving by air express. This service was started at a rate level approximating 45 cents per ton-mile, in contrast to the air-express rate of about 80 cents per ton-mile.

Immediately after the war, considerable traffic was ready to move by premium transportation which would not have been justified under normal conditions. Under such favorable circumstances, coupled with the postwar surplus of air-transport equipment and the men trained to fly it, air cargo experienced rapid growth. Competition from irregular carriers developed, and for a while these newcomers carried more of the total cargo than the scheduled lines. In 1947, however, as shown in the following percentage breakdown of total domestic air-cargo ton-miles by type of service, the scheduled airlines again took the

	SCHEDULED	SCHEDULED	IRREGULAR
	EXPRESS	CARGO	AND
			ALL-CARGO
	Percent	Percent	Percent
Year	of Total	of Total	of Total
1946	37.29	23.24	39.47
1947	25.67	32.04	42.29
1948	20.13	47.68	32.19
1949	16.42	57.02	26.56

* Compiled for "Air Trafic Forecast, 1950-1980," by the Port of New York Authority.

(Continued on page 47)



Here's graphic evidence of the growth of air cargo over the past five years

PACKING AND PACKAGING...

THE current supply situation in the packaging field has given rise to the rebirth of a gag which was in vogue during World War II: The best salesman is a man who can make a call without getting an order.

The present heightened activity is reversing a trend toward normalcy which prevailed from late 1949 until the outbreak of the Korean war. There have been some shortages, with inevitable price rises, but increased productive capacity has alleviated the pinch up to now.

Since the end of World War II, the packaging wheel has made a complete revolution. In its course it has roughly paralleled the business cycle with relation to supply and demand, but there have been some deviations.

The packaging industry as a whole is one of the most sensitive elements in our economy, reflecting changes in manufacturing volume almost instantaneously. This is most understandable, since, as the volume of merchandise produced increases, there must be a concurrent expansion in the packaging materials required to distribute it. Economically speaking, packaging supplies do not generally lend themselves to extensive stockpiling and advance ordering as do other production components.

The Past Five Years

The past five years of packaging history can be divided into three

periods. The first extended approximately from V-J Day to late 1949; the second covered the period up to the Korean war; and the last was initiated in June of this year.

The immediate post-war era was characterized by a relative scarcity of materials, with substandard quality in many lines. Gradually, however, as production facilities increased and demand, at least in military requirements, declined there was an improvement in both availability and quality of container materials.

This was in a large measure responsible for the advent of the second era, extending from late 1949 to June of this year, which was about as close to normalcy in the packaging industry as any period within the last decade.

Because of the better balance between supply and demand, there was a transition from a seller's to a buyer's market. As we all know, competition brings a downward trend in prices and stimulates greater attention to quality. Excessive demand seems to have an adverse effect on the quality of most packaging media, in contrast to the general run of consumer goods, which are more stable in this regard. This phenomenon is the more irritating because poorer quality is frequently accompanied by considerably higher price levels.

The cycle, apparently, will have been completed in the immediate future. While it is always hazardous to prognosticate, the perils are intensified in this instance by the unsettled international situation. Whereas, up to now most manufacturers have been able to satisfy their packaging requirements, it appears likely that some needs will not be met in the coming year.

The factors influencing the packaging cycle are pretty generally understood. Fluctuations in normal

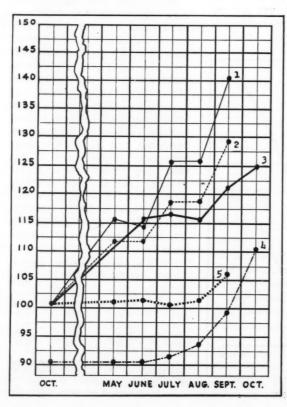


Chart showing relationship between price indices of crating lumber (1), wooden boxes (2), and paperboard (4), and volume of manufacturers (3), and inventories (5)

Society of Industrial Packaging & Materials Handling Engineers, Illinois Div.

REVIEW AND PREVIEW

As business generally goes, so goes the packaging industry . . . Here's an interpretive look at the past, present and potential

By ALLYN C. BEARDSELL

Packing and Packaging Consultant

demand are a natural result of general industrial activity. However, it does appear that in the past, management has discouraged maintenance of a good working inventory of packing materials in slack periods and has encouraged a heavy inventory when the swing starts upward.

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It is no accident that the periods in this cycle are associated with such dates as V-J Day and June 25, 1950. The scale of military operations, with consequent increased consumption, is initially superimposed on the civilian economy; when the production capacity is unable to support both demands, the civilian procurement is curtailed. Measures, delayed though they may be, are adopted to insure that military needs are fulfilled first, which is as it should be, of course.

In this connection, it should be borne in mind that packaging for the armed forces requires considerably more material and generally higher grades than are employed to package comparable civilian items. It is readily understandable that the normal hazards of handling, storage, delivery and atmospheric exposure which prevail at all times are amplified in many armed-scrvices operations. Therefore, military packaging must provide for extremes in all cases.

Short of Utopia, our civilization will always have periods of dislocation in demand. Nevertheless, there are certain definite remedial measures which should be adopted and which would serve at least to cushion the impact of sudden changes in the packaging cycle.

Maintaining Inventories

The primary purpose of an inventory of packaging supplies is to assure an uninterrupted flow of finished goods through the channels of distribution. It is realistic to



This brief glance at the recent past is, in reality, a peek at the future, for from now on packaging will be tailored more and more to the armed services' needs

replenish inventories at periods of low-cost levels when the latter reflect normal seasonal variations. On the other hand, replenishment operations should not be debased to provide an instrument for financial manipulation. The mismanagement of inventory sometimes takes the form of insufficient replenishment when it is expected that price reductions will ensue. At other times it takes the form of gluttonous procurement in anticipation of price rises.

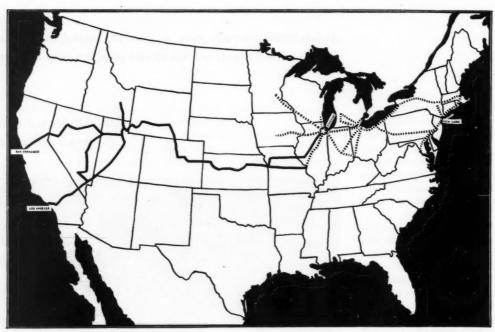
Aside from the ethical considerations involved under present circumstances, management might well study these presumed economies to determine whether any real gain has accrued.

An actual case in point involves

a large user of metal cans. In anticipation of a price increase from \$35 to \$38 per 1,000 cans, the purchasing department procured a supply far in excess of its normal requirements. Since the cans could not immediately be used, they had to be transported from the unloading point to warehouses some distance away. ultimately necessitating a return trip. The extra handling required, as subsequently calculated, amounted to \$14 per 1,000 cans. It follows that instead of the presumed saving of three dollars, an actual loss of \$11 per 1,000 cans was incurred. Incidentally, the extra labor force needed for the interplant transfer was unavailable, so production-line employees, diverted

(Continued on page 86)

The Case for



Link-up of P.I.E. route (solid line) and Keeshin route (dotted) would have provided direct transcontinental trucking service with full coverage of major intermediate points. The ICC turned down the application.

OT so many years ago, Robert Young, the dynamic president of the C & O Railroad, aroused the public with an ad showing a hog enjoying the facilities of transcontinental through-railtransportation, an accommodation not afforded to human passengers at that time. Whether transcontinental freight service for representatives of the animal kingdom was accurate as illustrated in this ad is rather immaterial. The point is that noticeable progress in transcontinental passenger transportation has been made since, and more conveniences are planned. The rails were rather forcefully awakened to the need for progress.

These events were vividly brought to mind again through a series of decisions by the Interstate Commerce Commission in connection with applications by motor carriers involving the establishment of single-line, direct, centrally controlled transcontinental freight service by truck. The Commission's answer was a flat denial. While we are not interested in the specific issues of the individual procedures,

it appears to us that important principles are involved in the decisions.

P.I.E. and Transcon Cases

The two most recent cases are the application by Pacific Intermountain Express Company for control and purchase of Keeshin Freight Lines, Inc. (MC-F 4401), and the Transcon Lines Common Carrier Application (MC-110335). In the first procedure, P.I.E. sought authority to purchase the Keeshin system and thus establish a direct transcontinental motor carrier organization. In the latter case, Transcon asks for new routes and authority under the public convenience and necessity provision of the Interstate Commerce Act in order to extend its services from the Pacific Coast to the Eastern Seaboard. In the first case, the Commission has denied the application; in the latter, the examiner has issued a report recommending denial. Both decisions are based upon similar arguments, which can be condensed into the following statements:

● Railroads are better equipped than motor carriers to transport freight in large volume for long distances at low operating costs. Consequently, large-volume transcontinental traffic, including the commodities most susceptible to motor truck competition, can be transported more economically by rail than by motor carrier.

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- By institution of this new or improved service, motor carriers would divert highly profitable traffic from the rails in substantial volume.
- As a result of such diversion, other traffic would suffer either by reduction of services or by a necessary increase in rates, which it cannot bear.
- Other motor carriers presently active in the field of transcontinental traffic by truck through interlining, would lose substantial quantities of traffic.

The Commission recognized in both instances that a major principle was at stake, and it stated, particularly in the P.I.E. application, that it did not base its findings on the relatively minor project

Transcontinental Trucking

The ICC has spiked moves to establish coast-to-coast trucking. Thanks to the efforts of the rails, the spike is anything but golden.

By FRANK E. ASHER

Department of Transportation and Public Utilities New York University

of unification of the operations of two going concerns; rather, it considered the issue as tantamount to an application for a new operation, and it made its determination on the basis of the public's need for the operation, rather than on the principle of consistency with the public's interests.

Re-examining Accepted Dogma

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oject AGE Every student of transportation will gladly confirm the first of the Commission's arguments—that the railroads are better equipped to transport freight over long distances in large volume than trucks. In the light of recent developments, however, this contention, which is a pretty well-established dogma in the transportation field, might well be re-appraised.

Have not the railroads frequently complained in recent years that the trucks have made serious inroads into the traffic of coal and ore, even over distances which cannot be considered as mere local hauls? With improving technologies of equipment and novel methods of operation, we may very well find ourselves on the threshold of a new, and not at the end of an old, era.

It is an inherent vice of widely accepted dogmas that they may be quite true and justifiable in their general concept, while becoming dangerously out of proportion if applied to a specific case. This is exactly the situation with regard to the question of the economy of

railroad transportation over trucks for great distances. A close-up of the problem suggests that the type of traffic under consideration here does not exactly tend toward railroad transportation.

It has been obvious that motor carriers, generally speaking, handle traffic which yields higher revenues per ton-mile. The figures shown in the accompanying table indicate that the rail revenue per ton-mile is about 25 per cent of the revenue derived by trucks. Incidentally, this figure has remained almost constant during the last eight years. The interpretation of these figures is not, of course, that motor carrier rates are so much higher than rail; on the contrary, we have recently heard numerous complaints that

motor carrier rates are below the railroad level. Thus, it must be some other kind of traffic that is attracted by the motor carriers: It is generally accepted that traffic of higher-rated articles in less-thantruckload quantities moves preponderantly via truck. Of course, the higher-rated traffic carries with it the expectancy of higher net revenue. However, it is just this type of traffic which moves in units apparently not profitable to the railroads. It is mostly LCL traffic. Very little of this traffic is handled by rails. In 1949, of a total of 1,226,503,096 tons, only 12,592,184 tons represented LCL freight. The LCL business of the railroads represented about 1.03 per cent of their

(Continued on page 43)

Trends in ton-mile revenues of class I motor carriers and class I railroads, 1942-1949

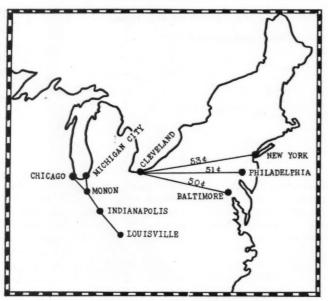
Source: Interstate Commerce Commission

Motor carriers		Class T	Rail	Index		
Common	Contract Weighted average w/	railways	of motor	motor weighted	Class I	
(cents)	(cents)	(cents)	(cents)			
3.810	3.079	3.740	0.932	24.9	100.0	100.0
4.066	3.000	3.762		24.0 2h.0	105.9	100.1
4.134	3.207	4.049	0.960	23.7	108.3	103.0
	3.892					101.9
5.149	3.803	5.032	1.251	24.9	134.5	131.2
	(cents) 3.810 3.820 4.066 4.134 4.286 4.847	Common Contract (cents) (cents) 3.810 3.079 3.820 3.152 1.066 3.000 1.131 3.207 1.286 3.892 1.817 3.888 5.119 3.803	Common Contract Weighted average w/ (cents) (cents) (cents) 3.810 3.079 3.7h0 3.820 3.152 3.762 4.066 3.000 3.960 4.134 3.207 4.049 4.286 3.892 4.257 4.847 3.888 4.772 5.149 3.803 5.032	Common Contract Weighted average w/ (cents) (cents) (cents) (cents) 3.810 3.079 3.7h0 0.932 3.820 3.152 3.762 0.933 1.066 3.000 3.960 0.950 1.13h 3.207 1.0h9 0.960 1.286 3.892 1.257 0.978 1.817 3.888 1.772 1.076 5.119 3.803 5.032 1.251	Common Contract Weighted average w/ Cents Common Contract Weighted average w/ Cents Cents Cents Cents 3.810 3.079 3.740 0.932 24.9 3.820 3.152 3.762 0.933 24.8 4.066 3.000 3.960 0.950 24.0 4.134 3.207 4.049 0.960 23.7 4.286 3.892 4.257 0.978 23.0 4.847 3.888 4.772 1.076 22.5 5.149 3.803 5.032 1.251 24.9	Common Contract Weighted average w/ Class I Percent of motor motor

e-estimated

w-weighted for Class I, II, and III common and contract carriers.

Basing Points and Warehousing



An important element in competition is freight advantage; chart shows relative positions of three eastern cities

Part II: A COURSE OF ACTION

In the ashes of freight absorption public warehousemen may well find some hot sales ideas

By H. T. GRISWOLD

Traffic Manager Lamborn & Company, Inc.

In Part I of "Basing Points and Warehousing," Mr. Griswold discussed the single basing point method of selling and the impact which various court decisions has had on it. Multiple basing point systems and other aspects of freight absorption occupy the author's attention in Part II, the concluding section.

THE Cement and Rigid Steel Conduit cases, which were both decided in 1948, involve multiple basing point methods of selling. In the Cement case, the Federal Trade Commission found the existence of a combination to employ the basing point system for the purpose of selling at identical prices. Individual or concerted conduct which falls short of constituting a Sherman Act violation may be an "unfair method of competition" prohibited by Section 5 of the Trade Commission Act. The main purpose of this section is to restrain "unfair" practices which would

probably grow into Sherman Act dimensions if left unrestrained.

The cement producers carried on various "concerted activities," the court found, in order to make the multiple basing point system work in such a way that competition in quality, price and terms of sale would be non-existent, and uniform prices, job contracts, discounts, and terms of sale would be continuously maintained.

The above activities were carried on by the Cement Institute, the industry's unincorporated trade association; other activities were under control of the producers themselves. Collective methods to accomplish these activities were, according to the findings: boycotts; discharge of uncooperative employees; organized opposition to the erection of new cement plants; selling cement in a recalcitrant pricecutter's sales territory at a price so low that the recalcitrant was forced to adhere to the established basing point prices; discouraging the

shipment of cement by truck or barge; and preparing and distributing freight-rate books which provided the defendants with similar figures to use as actual or "phantom" freight factors (thus guaranteeing that their delivered prices—base price plus freight factors—would be identical on all sales.

The cement producers were engaged in a "general system of competition" in violation of Section 2 (a) of the amended Clayton Act. This act places emphasis on individual competitive situations and not on collective ones. Under collective situations, a single company may sell to a customer at a lower price than it sells to another if the price is "made in good faith to meet an equally low price of a competitor." However, this does not permit a single seller to consistently charge some customers more than others for similar goods. The court, so it seems, places emphasis on individual competitive situations

(Continued on page 39)

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Mechanical Cooling Being Pushed for Reefers

The rails have been cold to the idea of mechanical refrigeration; a new unit by U. S. Thermo Control may warm them up a bit

INETEEN fifty-one may see the dawn of a new day for shippers of frozen foods and perishables.

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The U. S. Thermo Control Company, which has achieved wide success in the truck refrigeration field, is on the threshold of an allout drive to secure acceptance of its Thermo King mechanical refrigeration system by the nation's railroads.

The Minneapolis firm is entertaining the rather quixotic notion that if the trucking industry has thought enough of its units to put more than 14,000 of them on its trucks and trailers, there's no reason why the rails can't be convinced to do likewise on its freight cars. Moreover, it is strongly of the opinion that extensive rail tests conducted over the past two years indicate conclusively that from both the operational and economic standpoints, its system cannot help but consign present ice-and-salt methods of rail refrigeration to the realm of obsolescence.

Actual operating experience in rail cars, it feels, supports its claims. Ten cars equipped with Thermo King units have been successfully hauling perishables for the Fruit Growers Express for upwards of a year. Fruit Growers' resident, John C. Hill, has indisated his company's reaction to this venture by announcing that 1,100 new refrigerator cars ordered by the company will be equipped with six inches of insulation throughout, for future conversion to mechanical refrigeration.

As if this were not enough, U. S. Thermo has now come up with a new wrinkle. At a press conference in New York last month, the company announced that a refinement just added to its standard

Thermo King unit makes it possible for the first time to control the humidity content of cargo in transportation.

"Cold-Wall" Used

The humidity-control system, which U. S. Thermo feels will, among other things, permit shippers of products like strawberries and lettuce to avail themselves of mechanical cooling, utilizes the "cold-wall" principle of refrigeration in combination with a system of dampers which will divert the cold air from the cargo area itself to the wall flues and floor "duct." Floor ducts are created in standard refrigerator cars simply by laying down a floor of plywood panels.

Once the humidity which has been drawn from the produce by the preliminary cooling process is carried away and the desired coolness is attained, the produce is prevented from further "breathing" by diversion of the refrigerated air to the cold-wall, i.e., the wall flues and floor duct. This is effected by the dampers, which seal off the cargo compartment. To prevent stratification, a small auxiliary fan circulates air within the cargo space.

The humidity-control feature is adaptable to truck-refrigeration, but will involve a change in trailer and truck construction. Present highway units are not constructed with cold-walls. U. S. Thermo hopes that eventually refrigerator cars will be built with a "coldceiling"; the latter, in combination with the wall flues and floor duct, would provide Thermo King with a complete "envelope" into which to blow its cooling breezes. The company's long-range aspirations include adoption of the Thermo King system by the air carriers.

(Continued on page 46)



Installing Thermo King mechanical refrigeration unit in rail car with help of crane

INDUSTRIAL TRAFFIC MANAGEMENT

(Continued from page 16)

in with the president. I wouldn't try to force myself, but every once in a while I'd drop him a memo on some major matter—maybe once a month. If he wasn't responsive, I'd then contact some other executive. I'd endeavor to win his confidence and present matters of major importance in transportation to him, and in this way perhaps get him interested in the subject. By making his position more secure, a traffic manager is really emphasizing the importance of transportation to his own executives.

I'm glad to see many companies appointing their traffic managers as vice-presidents. I think the executives of industry are more and more recognizing the profession of traffic management.

Now, I haven't called on everybody. Does anyone else have anything to add to this particular subject?

MR. WIGGIN (National Biscuit): I think the traffic manager has to grow. Business is more complicated today than it was a decade ago. I think one thing which has aided the growth of traffic management has been the improvement in publications like DISTRIBUTION AGE and

Traffic World. They help the traffic manager know what's going on.

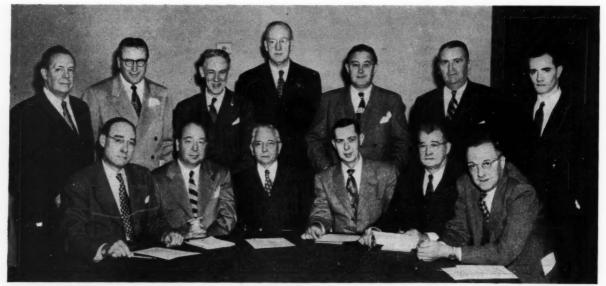
I think it's a mistake to have the traffic department subordinated to one of the other divisions of the company and to have the traffic manager report to the vice-president of a department such as sales or purchasing. I think the traffic manager should definitely report to the president of the company. After all, the sales manager is primarily interested in sales, and the purchasing manager in the price of his raw materials; consequently, if the traffic manager reported to one of these departments, he'd be too apt to become an orphan.

MR. SHEFFE (Esso Standard): I just want to say that my reply to question number one is "yes." This is best illustrated by what has happened in the last 10 years. We're a very old company, as you know, and we've had a so-called traffic department since 1900 and before. We have quite a lot of foreign, as well as domestic, shipments. Ten years ago they decided to tie in foreign and domestic traffic under one head—the traffic manager. This work was formerly under sales and various other departments.

The tie-in was made in the interests of efficiency and economy. Both of these things have been accomplished. There has been progress not only in the handling of foreign packaged shipments of products, but in the handling of all other materials, as well. During the war, tankers could not operate in the Atlantic because of the submarine menace; consequently, the traffic department was called upon to develop overland movement of products from the Gulf. This forcefully brought to the attention of our top executives the important functions that the traffic department could perform.

The overall department is known as the "supply and transportation department." It's headed by a director, who has sole charge of supply and transportation. This embraces supplies, distribution, inland waterway movements, and traffic. That's another step in the right direction. I'd say that our top executives recognize today that transportation is one of the three or four most important functions of the company.

MR. DECKER (Borden Co.): At the risk of becoming disliked by this group, I'm going to ask how the thought that traffic managers must be directly under the presi-



MEETING was arranged by Harry S. Webster, Jr., publisher of Distribution Age (standing, left), and D. A. C. McGill, editor (standing, right). Participants included (standing, left to right) W. J. Bailey, H. M. Frazər, E. D. Sheffe, C. H. Beard, J. P. Krumech; and (seated, left to right) R. J. Newberry, A. G. Anderson, E. F. Lacey, C. B. Roeder, H. E. Wiggin, and C. S. Decker. Meeting was held at Traffic club of New York.

dent can be reconciled with the differences between various business organizations and with their varying transportation requirements. For example, I think Jack Krumech mentioned some differences existing in his company, and there are certainly others. For instance, there are concerns that purchase supplies in tremendous quantities but whose product is very small and is probably distributed almost 100 per cent by parcel post.

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That kind of traffic manager will report to a vice-president who may double as purchasing man. It'll vary according to the different types of organizations. I recommend that if you want to learn something about that, try running a centralized traffic department in a decentralized organization. I'm heartily in accord with the view that the traffic manager has bettered himself and has become better-recognized over the last 10 years.

A great deal of this has been brought about by the increased costs and mileages involved in the nationwide distribution of the product. I think that the higher cost of transportation is one of the things that's been responsible for the greater stature of traffic managers.

MR. LACEY: I had that in mind, too. The importance of traffic management is being recognized by executives to a greater extent than in years past because of the higher cost of distributing goods. That's a very important factor. Manufactured goods can't move if the distribution cost is too great. That's where the traffic manager comes into the picture—to provide for distribution economically.

MR. NEWBERRY (Johns - Manville): I think you've covered the subject pretty well. There's no question that top executives have become transportation - conscious. They had to in the sort of situation created by the war. That situation gave the traffic manager his chance, and I think the traffic manager has measured up to expectations.

• Is the traffic management profession better prepared today to deal with mobilization problems than it was prior to World War II?

MR. NEWBERRY (Johns-Manville): There is no question about it. The



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MR. LACEY: I think that's the view of all of us here.

MR. WIGGIN (National Biscuit): I think it's obvious that we've had an opportunity in the past 10 years—or since World War II—to show what we can do as traffic managers. If we're in another war, I think the traffic manager's accomplishments will stand out to a greater degree than in World War II.

MR. SHEFFE (Esso Standard): The answer is "yes." I think when conditions are tough, the traffic manager has the best opportunity to show top management what a well-organized department can do. So if we run into another period of shortages and so forth, I'm sure the traffic profession in general will demonstrate to top management the value of their organizations.

MR. LACEY: In other words, the competent traffic manager must always be alert, and ready to take care of emergencies? Mr. Beard?

MR. BEARD (Union Carbide): I think that unfortunate circumstances like mobilization work in favor of traffic management as well as other professions. One thing it will do—we've talked about the traffic manager who does a very fine job and is very competent, yet is unable to sell himself or his job to top management—opportunities created by an unfortunate mobilization sell for the traffic manager who may not be a good salesman.

MR. DECKER (Borden): Carrying out what Charley [Beard] said, perhaps the inability of some traffic managers to sell themselves upstairs may be the way they try to sell themselves. In such cases, one bit of actual accomplishment is worth more than a thousand words.

MR. LACEY: Mr. Roeder, what have you to say?

MR. ROEDER (American Home Foods): Isn't it really "later than you think"? We won't be able to depend entirely on the experience

we've had heretofore. I think that's indicated by every trend we've witnessed in the last eight or nine months. We're going to have problems that we didn't have in World War II. In World War II, we dealt with those problems commendably, but I don't think anybody feels they were dealt with to complete satisfaction. I think it would be a real challenge to cope with the problems that all-out mobilization at this time would force upon us.

• Will mobilization create greater opportunities for traffic management?

MR. BAILEY (W. Va. Pulp & Paper): I think the answer obviously is "yes." Mobilization will create greater opportunities, but I wonder if the question shouldn't be, "Will mobilization create greater responsibilities, rather than opportunities?" If mobilization does create opportunities, those opportunities will definitely go hand-in-hand with responsibilities. The degree to which traffic management acquits itself successfully in administering those responsibilities will determine the opportunities which follow.

MR. LACEY: I agree; I think that's a very good possibility. New opportunities always present responsibility. It's up to the traffic manager to be broad-gauged enough and to have enough vision to accept his added responsibility.

MR. Anderson (Socony - Vacuum): I don't think there's any question in anybody's mind but that mobilization will afford opportunities in both larger and smaller industries. In a geared-up war-time economy, carloadings would jump tremendously—and at a time when there would be a shortage of transportation facilities. This would make the traffic manager's job more difficult. I think management realizes that.

• Do you believe that the traffic manager should be consulted on all or most of these basic phases of distribution: transportation, warehousing, materials handling, packing and packaging, finance, insurance, service and maintenance, and marketing?

MR. LACEY: There will be quite a

number of different opinions on some of these phases.

MR. ANDERSON (Socony - Vacuum): Well, I'll start off by saying that naturally the traffic manager's responsibility covers transportation. As to the other phases, that depends a great deal on the size of the company in question.

MR. LACEY: And perhaps the nature of its activities.

MR. ANDERSON: I think many of the larger companies might have a distribution department. As for materials handling, all of us have difficulties there—plant layout and matters of that sort. Packing and packaging, of course, is very important. As for insurance, our only activity occurs in cases of contracts for trucking, where insurance is so necessary. There is limited marine insurance where we handle marine shipments. The very large companies generally have separate marine departments.

MR. SHEFFE (Esso Standard): We have our own insurance department.

Mr. Anderson: So do we.

MR. NEWBERRY (Johns-Manville): In our company, it's under finance. It happens to work in better with finance.

MR. SHEFFE: I think if you read the question again, you'll see that it says, "Do you believe the traffic manager should be *consulted*" on these phases?

MR. ANDERSON: I think he should be consulted on most of the subjects listed, with the exception of finance and service and maintenance. In fact, I think there's no question but that the traffic manager generally is consulted on these phases of distribution.

MR. WIGGIN (National Biscuit): In our case, the vice-president in charge of traffic is a member of the appropriations committee, which passes on requisitions of every sort in the expenditure of funds.

MR. LACEY: That again brings out the different policies pursued by different companies.

MR. BEARD (Union-Carbide): In companies which use tank cars or tankers, the question comes up whether this equipment should be owned or leased. There you get into the question of finance. Is it more profitable to lease or purchase? In

purchasing a tanker last year for the transportation of chemicals, we had occasion to get into finance. But most of our financial questions would be submitted to the finance department because there's a tax consideration and a number of other factors involved. We don't have the answers; we get the answers from the finance department.

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MR. LACEY: And isn't it true that where the purchase of transportation equipment is being considered, the traffic department should be a member of the advisory committee to advise on mileage, allowances, and things of that sort? He can give valuable advice as to the return on tank cars.

Mr. Decker (Borden): I would answer "yes," that the traffic manager should be consulted on every one of these phases. We needn't discuss transportation. Warehousing is almost as obvious. Of course, some companies engage in various kinds of warehousing. Where they're using storage - in - transit privileges, the traffic manager should be consulted. In fact, he should set it up. As for materials handling, the question is, how far are you going with it? Handling within the plant is normally of no concern to the traffic department. When it comes to freight car loading and unloading, however, then of course traffic must be consulted. Packing and packaging ties in just as closely. No package should be decided upon without consultation with the traffic department.

MR. LACEY: Sales departments are sometimes over-ambitious. There are terrific classification problems which the traffic department could help solve at a considerable saving of money if consulted in time.

MR. DECKER: We come up against finance almost every day—for one thing, in regard to our truck-fleet replacement program. On insurance, the answer is "yes." I don't think the traffic manager should be directly responsible for insurance, but he should consult with the insurance department to make sure that matters which should be covered by insurance are covered.

In maintenance, the traffic department should be consulted on the overall program of fleet mainte-



nance. I don't mean the traffic department should run the garage, but we should be consulted on the maintenance program. We should certainly be consulted on marketing.

MR. FRAZER (Woolworth): As you know, our line of business is much different from what the rest of you have. Most of you fellows, in fact, sell goods to my company. If you're paying the transportation, then that's your responsibility; if I'm paying it, then it's up to me to get the goods.

In our warehousing operations, we run what are really big jobbing centers which buy merchandise from the manufacturer and sell it to the company stores. The warehouse orders a carload of something, and the stores buy it and pay for it in the quantities they want.

As for materials handling, we have little or none, except in the warehouses, which aren't under our jurisdiction. We do have something to do with packing and packaging if the manufacturer's goods aren't arriving in good condition. We've made many studies in cooperation with them, and have come up with an answer in some shape or form.

We have nothing to do with finance, and little or nothing to do with insurance. Likewise for service and maintenance. As for marketing, our customers do most of that. However, we do have some authority when it comes to the requirements of the stores. A week or two before Christmas, some store will need Christmas tree ornaments, and we get them there regardless of cost. Ordinarily, we'd have them delivered in August as cheaply as we know how. Therefore, we have two extremes: One is the last-minute set-up where we must deliver fast; the other is delivering well ahead of time at a minimum cost.

MR. ROEDER (American Home Foods): I was going to say that in my opinion the traffic manager should be consulted on all these subjects, but I think I'll qualify that by saying that he'll actually be consulted on the basis of the amount of information he can contribute on each subject. I think he should always be prepared to contribute this information. In my experience, we haven't always been searched

out. We have, however, volunteered to help management, confident of our ability to be of service.

MR. BAILEY (W. Va. Pulp & Paper): I believe that transportation, whether you think of it in physical or economic terms, is the primary function of the traffic department. These other functions are collateral functions-activities in which the traffic department might participate on a consulting basis, depending on the degree to which they impinge on transportation in the cost of delivery. Certainly, warehousing is a function in which the traffic department might be helpful. Packing and packaging and materials handling - including shipping and loading methods-could benefit by traffic department participation where they're related to transportation and the cost of delivery of raw materials or finished products. Insurance would benefit to a lesser degree and service and maintenance also to a lesser degree by traffic's participation.

Marketing is an economic function, and I think it's a phase that might well offer a field for industrial traffic managers who have vision, are well-informed, and see trends in transportation costs which might not be seen by those who have the direct responsibility for marketing.

For instance, industry has been operating at very high levels of production for several years, and sales managers who are new in the field have never operated in any other type of economy. There has grown up in the selling organizations an acceptance-perhaps with some degree of defeatism-of the fact that the railroads' rate policies don't lend themselves to a treatment that might promote broader marketing operations. For several years now, the short-haul rate control exercised by the main agency of transportation, the railroad carriers, has been lost because of the advent of a new form of transportation, the highway carrier. The result has been that for short-haul transportation by railroad or by truck, the rate schedule follows a policy which suggests competitive or minimum rates, whereas rail carriers still exercise control over the rate policy as it relates to

long-haul transportation. The longhaul rate policy operates against the ability of long-haul commerce to continue to move. I believe that enlightened railroad management is starting to recognize this, and that they hope some day to restore in some part those earlier relationships under which there was free and competitive movement of long-haul and shorthaul commerce. I think this is a place where opportunity is offered to a traffic manager. He's in a position to observe what has happened and perhaps he has enough genius to feel that something can be done about it, whereas those who are responsible for marketing accept this trend as a foregone conclusion and find other ways of marketing their products-rather than undertaking to maintain the old pattern of doing business.

Mr. Newberry: On the subject of warehousing, we have two distinct functions: warehousing for sales and warehousing for production. Normally, no factory should be built to meet its peak demand. In other words, you can't have so very much space under your factory roof for warehousing at the peak of your demand. You have to choose between warehousing on a production basis and warehousing on a sales basis out in the territory. In our own company, most of our warehousing - practically all of our warehousing, in fact-comes under the sales managers or under the sales corporation.

For 10 years, the traffic department in our organization was fully responsible for materials handling, but when our operations assumed the large proportions they do today, it was management's idea that materials handling was mostly an engineering problem involving timestudy of the labor which was handling the materials and the choice of equipment that should be used in handling the materials. I think that as companies get larger, materials handling is a subject that can be handled better by engineers, with or without traffic's consultation.

Packing and packaging is a fourway proposition. First of all, you want to buy the cheapest package; secondly, you want strength; third, the package must have definite sales value; and fourth the traffic department comes in with an okay on package and packaging to make sure that it complies with freight classifications. In the matter of finance, I don't know just how important it is, or what there is to cover.

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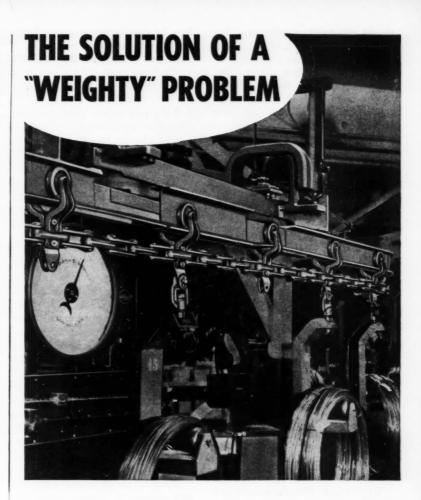
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On the subject of marketing, I think all traffic men should be consulted on some aspects of it. As Bill [Bailey] pointed out, the sales and executive departments can make better use of its traffic funds from a marketing standpoint.

MR. WIGGIN: Perhaps I can cover the subject better by relating just exactly what our particular situation is. I think we've covered transportation pretty well. I'll just say that we control the traffic and the routings; we nominate the routes and the type of transportation to be used on all raw materials we buy and on all goods we sell. Warehousing is under the direct control of the traffic department—we select the warehouses to be used.

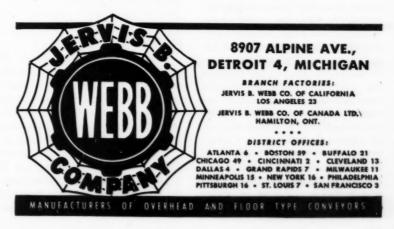
We collaborate with the insurance department to see that proper coverage is held on all property, and as for packing and packaging, this is a double-edged sword. We're consulted on the type of package to be used to see that it conforms to rule 41. And, of course, the packaging must afford ample protection to the product in loading and transportation, which we supervise. To answer the question on "finance:" I'm a member of the appropriations committee. As for service and maintenance, we have some 2,200 motor vehicles under the sales department; they don't come under the traffic department at all. Marketing and distribution I consider synonomous. In working with the sales and production departments, it's a matter of where the goods should be produced and from what sources our 220 company-operated distributing branches should be supplied.

Materials handling is something new in traffic department jurisdiction. Getting back to the importance of a traffic manager, and how he can increase in stature, we brought consulting engineers into our company a year or so ago. They came forward with the recommendation that materials handling be



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placed under the jurisdiction of the traffic department, and we select the type of equipment which is to be used, such as fork trucks, lifts, and what not. We design the type of pallets to be used, but we don't control their maintenance once they're inside the plant.

A very important development in transportation was originated in our materials handling division—the transportation of flour in bulk. Everyone said it couldn't be done. We developed a flour car made of stainless steel, and we're loading 120,000 pounds of flour into one car. Previously, we loaded 80,000 pounds in bags. We take the flour out by vacuum, store it in tanks, and move it from there to the point of use. We have completely sanitary conditions.

I cite this to show how the traffic department can materially help a company in developing materials handling methods. We work with the engineering department on ideas for the handling of commodities; in fact, we're working now on the handling of sugar in bulk through a similar process.

MR. FRAZER: Do you also reduce the possible damage and loss by infestation?

Mr. WIGGIN: We eliminate it 100 per cent.

Mr. Anderson: There's always a return empty movement on the car?

MR. WIGGIN: One hundred per cent empty.

Mr. Sheffe: I'd like to add an item to the list-purchasing. Here's what I have in mind. Very often an industry will find that to reach certain markets economically it can purchase at some point near-by, rather than ship from its own distant plant. When the normal source of supply is a great distance away, transportation cost becomes an important angle. The traffic manager should be consulted by the purchasing department regarding relative transportation costs before the purchasing takes place. Here's an illustration of this from my own industry [petroleum]. Certain grades of petroleum oils are made in Pennsylvania, and we frequently buy out there and ship west. The transportation cost is an important element. Purchasing could therefore be considered an item of distribution because the purchasing department must consult with the traffic department before the source of supply can be selected.

• Do you believe that consultation on the basic phases of distribution is possible in cases where the traffic department is subordinate to the sales department?

Mr. NEWBERRY (Johns - Manville): My own reaction is that the traffic department's being subordinate to the sales department would not militate against the traffic department performing these functions. In our particular situation, the traffic department reports to the production department, and I'd like to tell you something of that. Twenty years ago, we came to the conclusion that the principal functions of transportation were at the factories more than in the sales offices, with the result that we discontinued traffic representatives at all of our sales locations, except general headquarters. That placed traffic men in all of our 20 factories and mines, with the general traffic department in functional control of all traffic activities.

The sales people in each area contact either the general traffic department or the nearest factory traffic department for any information they need. Over a period of 20 years, that has worked out very well for us. Somebody else might have a different experience, but my own reaction is that it wouldn't make much difference whether the traffic department reported to the sales department, to the production -department, or possibly to the president or the executive vice-president. I think the situation would be very much the same.

MR. BEARD (Union Carbide): If you were reporting to a sales department, don't you think it might be difficult for a traffic manager to do other than what the sales department wanted done? Purchasing, production, and other important departments of the corporation would tend to be secondary in his mind. If he were reporting to top management over and above sales, he would feel free to do the best job he knew

how for all departments of the corporation, including the sales department.

MR. ANDERSON (Socony - Vacuum): Mr. Newberry, why do you report to the production head? Is transportation within his jurisdiction?

MR. NEWBERRY: I don't think it was ever reasoned out to that extent. Probably we always had some kind of shipping department at the factory and it grew from that stage.

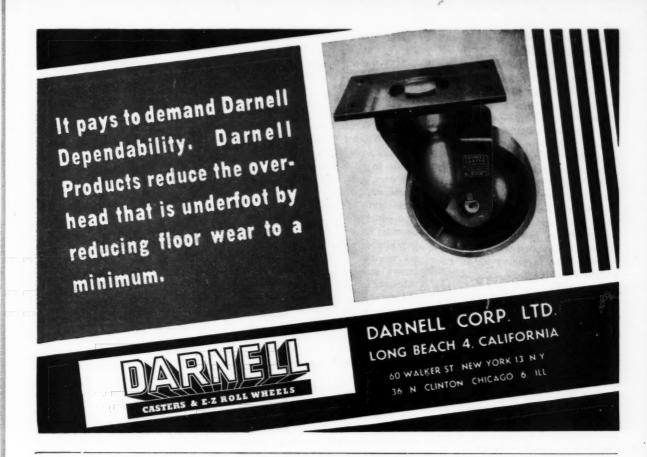
MR. BAILEY (W. Va. Pulp & Paper): I think it might be unsatisfactory to have a traffic manager responsible to a sales manager. I think he'd be inhibited in the performance of some of these other functions. At least I can't conceive how a sales manager could be expected to assist the traffic manager in decisions in regard to the economical transportation of raw materials to be used in making products which the sales department sells. I think the traffic manager might be inhibited unless he were on an executive level.

MR. FRAZER (Woolworth): In our business, we always report to the executive management of the company on any problem that comes up. It all goes up to top management. But the matter of appearing before regulatory bodies is left largely to our department. We decide, in consultation with top management, on what basis to proceed. Top management relies on our judgment.

MR. LACEY: Do you make it a point to keep top management informed on major matters?

MR. FRAZER: Absolutely. We keep them informed, and we keep our district offices informed. My situation is similar to Ray Newberry's; I have 12 district traffic men.

MR. ROEDER (American Home Foods): It looks as if Mr. Newberry and I are pretty nearly in agreement. Our operating functions are conducted very much along the same lines as to plant traffic managers and responsibilities. We deal with a vice-president who is labeled "operating vice-president"; he's a sort of executive vice-president, an advisor to the president on all functions of sales, production, purchasing, and quality-control, and on all other functions that were placed un-



der his jurisdiction to relieve the president of details. Of course, in distribution, a great amount of responsibility falls to our sales department, but we perform a consulting service on marketing and warehousing. I think Mr. Bailey has stated it very clearly: that if the traffic department is subordinate to the sales department, it limits the scope of its activity, depending, of course, on the viewpoint of the sales department.

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MR. KRUMECH (American Car): To start the discussion of what I have in mind on this particular subject, I'll have to take up the treatment of transportation and marketing, and their accomplishment when the traffic department is under the supervision of the sales department. The sales department in our organization is the kingpin. Everything originates with the sales department, from the time an inquiry is received, through consultation with the customer, until the full plan of action is concluded. Before a proposition is made to a railroad, a consultation is held on the advantages of various courses of action. The data used is then prepared for the benefit of the salesmen in the field.

We have a number of plants spread over the country, and the question of which one is the most advantageous to use is usually settled by the traffic department, because it has at its command the necessary economic information to come to a conclusion on a certain specific deal.

For the traffic department in a company in the equipment-building business, such as ours, it would certainly be a great disadvantage to have to report to any department other than the sales department.

MR. BEARD: In our organization, general departments such as purchasing, publicity, real estate, traffic, and what have you, report to a vice-president and member of the board of directors. All I can say is that it works out well—probably much better than it would if we reported to the sales department. We have a lot of sales departments, one

for each unit or division, but we have no general sales manager or overall vice-president in charge of sales for the entire corporation. I think we get a better job done with the system we're following at the moment.

MR. ANDERSON: Our situation is the same as Mr. Beard's. Originally we reported to the president; now we report to the vice-president. Our traffic department, marine department, and distribution department head up to the senior executive vicepresident. I won't say we report to him; we keep him posted on developments.

MR. SHEFFE (Esso Standard): If the traffic department is subservient to another department, I don't believe that consultation on all of the basic phases of distribution is possible. The traffic manager should report to some executive officer of the company and not to a departmental head. Just as soon as you put the traffic department in another department, you make it a section of a department,

and this would not be to the overall interest of the company.

MR. ANDERSON: Those are my sentiments exactly. I don't see how a traffic manager can progress if he has to report to sales, production, or purchasing. Don't overlook the fact that the purchasing vice-president, if you please, is primarily interested in purchasing. He doesn't fully understand your accomplishments, and if he conveys information about them to the president. the president is bound to get a somewhat erroneous impression. I'm thoroughly in accord with traffic management reporting to top management-the president or an executive vice-president.

• What have you to say about the traffic manager's responsibility with regard to the selection of plant location?

MR. WIGGIN: (National Biscuit): I can say that in our company no purchase of plant property is made until an investigation has been completed by a committee composed of the chief engineer, the manager of new construction, and the vicepresident of traffic. We go out to the ground and select a location; when we've selected the location, we cooperate with our general counsel in charge of real estate. The purchase is consummated through his department. I have an illustration that I think is pertinent. This goes back to before the time that the set-up I've just outlined existed. A location was selected on the West Coast, but fortunately the purchase was not consummated. Had we located at that point, our annual freight bill would have been \$70,000 more than at the location subsequently purchased.

Mr. Sheffe (Esso Standard): No new location should be selected, nor any change made, without consulting traffic management.

MR. DECKER (Borden): . . . And production of a product should not be shifted from one plant to another without consulting traffic.

MR. KRUMECH (American Car & Foundry): Very good.

MR. ROEDER (American Home Foods): I agree in particular with Mr. Decker's observation.

MR. FRAZER (Woolworth): I agree.

MR. BAILEY (W. Va. Pulp & Paper): Me too.

MR. NEWBERRY (Johns-Man-ville): Right.

• What have you to say about the educational requirements of a traffic manager in the future?

MR. WIGGIN (National Biscuit): We take a promising young lad who seems to have something between the ears, and bring him into the traffic department. Of course, we investigate his background. A college education isn't necessary, but he must have a yen for traffic. We put him at filing tariffs for about six months to a year, and if he shows an inclination to get into rates, we'll put him in express rates. We watch him carefully; if the job seems to be burdensome to him and he doesn't seem to want to find out what's going on, we dump him and dump him quick. Only one man out of four eventually makes the grade.

If he shows an inclination to be a good transportation man, we encourage him to go to school. We ask him if he's willing to go to traffic school at night. I don't think it's necessary to have a college education to be a good traffic man; there's a whole lot in the school of experience. The best man in our organization has had only one year of college. Unquestionably, traffic school broadens a man's viewpoint, but after all, he only gets out of traffic school what he wants to get out of it.

MR. FRAZER (Woolworth): You teach the man in the business as he grows with the business.

MR. WIGGIN: That's right. We have regular meetings in the department, at which time we go into a huddle with the men. They pose various types of questions. The arrangement is tantamount to a class in school.

Correction

In Part I of "Basing Points and Warehousing," which appeared in December, Mr. Griswold said: "... in the Allied Mills case (168 F. (2d) 600), the court said: 'A uniform particular system of doing business, where each is aware of the other's acts and where the effect is to restrain commerce, is sufficient to establish an unlawful conspiracy." (DA, Dec., p. 46). Mr. Griswold actually was referring to the Allied Paper Mills Case; Allied Mills has never been engaged in a controversy before the Federal Trade Commission.

MR. SHEFFE (Esso Standard): Our policy is somewhat along those lines. The company underwrites some of the cost of outside education at approved traffic management schools. I've had some young fellows, college graduates, ask my advice on further education, and I always tell them to study law. I don't think any traffic man will lose anything by understanding law, since it will become more and more important. Proposals now before Congress aim to restrict nonlawyers' activity before the Interstate Commerce Commission and before some state bodies. It's most valuable for a man to have a combination of traffic and legal knowl-

MR. BEARD (Union Carbide): During the last few years, younger employees whom we have hired (four within the last three years) have been graduates of some college or another in business administration, with a major in traffic and transportation. However, I don't feel that a college education is absolutely necessary or essential. The most essential attribute a boy must have is a flare for traffic and transportation work.

MR. DECKER (Borden): Many societies are working rather hard for professional status for traffic management. The question we are addressing ourselves to is: "What have you to say about the educational requirements of a traffic manager in the future." I think we're inclined to answer in light of the practices within our own organizations. What has been stated around the table parallels our case very closely; however, if we're thinking of basic educational requirements, in addition to the practical experience that a person needs in order to become a qualified traffic manager, it seems to me that basic training should include economics, transportation agencies and their history, and transportation law.

MR. KRUMECH (American Car): I would very much like to treat this subject generally. To start with, I agree with Herb Wiggin. Experience is the best educator. I firmly believe that a college education is not a prerequisite for a professional traffic manager's success. But is

(Continued on page 48)



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BASING POINTS

(Continued from page 28)

rather than on a "general system of competition."

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The court held that the collection of "phantom freight" was unlawful, as it did in the Corn Products case. Moreover, the court held that a pricing system involving both phantom freight and freight absorptions violates Section 2 (a) of the Clayton Act. This section states it to be "unlawful for any person engaged in commerce . . . either directly or indirectly, to discriminate in price between different purchasers of commodities of like grade and quality . . . where the effect of such discrimination may be substantially to lessen competition or tend to create a monopoly in any line of commerce, or to injure, destroy or prevent competition with any person who either grants or knowingly receives the benefit of such discrimination, or with customers of either of them." The Federal Trade Commission has successfully prosecuted most of its orders under this section.

Unfair Trade Practice

In the Cement case, the Commission alleged the existence of a conspiracy or combination to use the basing point system to practice price discrimination. The Corn Products and Staley cases involved individual use of a basing point system. The court held, however, that the holdings in the Corn Products and Staley cases which forbade, under Section 2 (a), the use of a basing point system, were equally controlling where the use of such a system is found to have been the result of a "combination."

The court was satisfied that the Commission's finding of a "combination" was supported by evidence and agreed with the Commission's conclusions that the basing point delivered price system used by the Cement Institute was an "unfair trade practice." The court ordered it suppressed.

In the Rigid Steel Conduit case, 168 F (2d) 175, C.C.A., 7th (1948), later appealed to the Supreme Court, it was held that the defendants could not absorb freight, but had to confine their sales efforts to their own sales territory.

There are additional matters bearing upon this question. It is evident that the Federal Trade Commission and the courts regard a uniform delivered price within the meaning of the Robinson-Patman Act as price discrimination. The attorneys for the Commission have attempted, however, to limit themselves to situations where transportation charges are of major importance. In one instance, they said: "Obviously there cannot be any serious injury to competition . . . if the transportation charges bear no substantial relation to the price of the article sold." However, in the Morton Salt case (F.T.C. vs. Morton Salt Co., 334 U. S. 37, 1948), the court held the FTC need not prove "injury to competition,"

but an "inference may be drawn from the mere fact of difference in price."

Zone Pricing

If the rate from A to B is 50 cents per cwt., and X is a competitor of A, X cannot sell in B zone and absorb freight. (When we speak of a zone, we think in terms of zone pricing as used by the government in the parcel-post system.) If X must pay 60 cents per cwt., he cannot compete in zone B, because to do so he must vary his mill net. Zone B belongs to A because he can sell his product without taking an absorption or earning freight. If A absorbs freight, it varies his mill price; if he earns freight, it inflates his mill price. A, in the center, as a shipping point, may sell to all those points around the center at a uniform delivered price. This actually is FOB mill pricing, except that instead of adding the exact freight to the delivery point, an average freight is added.

The government uses this system, and there should be no reason why A or X cannot use it. Moreover, a zone may be within a zone and overlap, thus enabling a seller to honeycomb a territory.

There has been no court decision on the validity of zone pricing in the absence of an agreement, but the FTC contends it is illegal. The important question is whether there is a difference in price between two zones or the uniform delivered price within one zone. If so, then the zone pricing falls. In other words, if there is a price differential in the two zones that discriminates in favor of one buyer as against another, illegality is spelled out.

On the other hand, if we have two sets of delivered prices under our uniform delivered price system in one zone, it is a price discrimination and illegal. If we have uniform prices to the buyers in both zones and the mill net is constant, we are on safe ground. If, by use of our uniform delivered price system, the price to all buyers in one zone is the same, again we are in the clear, as long as our mill net remains constant. If our mill price per unit is five dollars and we pay a freight bill per unit of 50 cents, our net at the mill is \$4.50, but if we pay 50 cents in freight to one buyer and 60 cents to another, and both are located in the same zone, then we vary our mill net in paying 10 cents more to one buyer than to the other. One buyer is favored, the other is at a disadvantage; here we have a price discrimination which is illegal.

It is apparent from the foregoing that freight equalization, multiple basing point selling, and zone pricing are out. Anyone who employs these methods is taking a chance of having his operations declared illegal.

Confusion in Pricing

As a result of the basing point decisions, business executives have found it most difficult to price their merchandise, and purchasing agents charged with buying raw materials are priced out of many markets due to a changeover to FOB pricing methods. To say that chaos has prevailed in American business is to put it mildly.

The difficulty of the problem cannot be denied. We can sell on an FOB basis, but in doing so we lose valuable markets unless the buyer is willing to pay the excess freight which the seller previously absorbed.

What, then, should the businessman do? One course of action may be pursued without danger. All sellers may sell on an FOB basis, and all manufacturers may sell in their own freight-advantage territory. However, once a seller ventures beyond his freight-advantage territory and absorbs or charges unearned freight, he is skating on thin ice if the basing point decisions are literally followed.

But there is a solution, at least a partial one: If we price our goods at the warehouse instead of at the mill, we can reach buyers that we could not sell at the mill. Possibly the price will vary, but it will be a nominal variation, and many buyers, if the commodity is standardized, will pay the increased price.

A warehouse, if properly located, should be of considerable help in solving the problem, but the location must be selected with care.

It has been a consistent practice of manufacturers to ship carloads of freight into a warehouse and distribute them in less-than-carload quantities to retailers, or to keep an adequate inventory on hand in a warehouse for customers. Usually, most of the buyers are located within a given radius of the warehouse. By using this method of distribution, the manufacturer pays the carload rate to the warehouse

Can Pull 3,000,000 Pounds



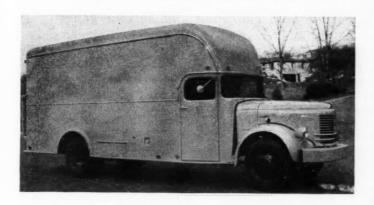
Towing two diesel locomotives weighing total of half-million pounds at test in Chicago.

which, among other things, specializes in the development of materials handling "giants," has recently completed what it describes as the world's mightiest electric-powered industrial tractor. It is capable of pulling as much as 3,000,000 lbs. on rails. The company already lays claim to the construction of the two largest industrial trucks ever made—a 110,000-lb.-capacity diehandling unit presently handling automotive dies for Oldsmobile, and the Skylift Giant,

a unit designed for handling steel coils weighing up to 60,000 lbs.

The new tractor can pull more than 250 times its own weight of six tons; its ultimate drawbar pull capacity is 10,000 lbs. Made on order of the government for an undisclosed purpose, the unit is 10 ft. long and 64 in. wide. Its outside turning radius of 1271/2 in. is just 71/2 in. more than its overall length. Speed, unloaded, is 21 m.p.h. It has four-wheel drive and four-wheel steer.

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and the LCL or LTL rate on the outbound shipments from the warehouse.

Moreover, carload consignment stocks are often stored in warehouses so that large buyers need not await the shipment of a carlot direct from the factory. Many warehouses act as branch offices for manufacturers, rendering a variety of services for which they are ably fitted. The basing point problem may be solved, at least in part, with the help of the public warehouseman.

If A sells in market X—say his plant price is five dollars per unit—and he pays the freight to all buyers at X, making his delivered price \$5.50 per unit, we encounter no problem. However, if A wishes to sell in market B, he finds his freight rate 10 cents greater than to market X. Therefore, he must advance his plant price to \$5.10 to buyers at B or absorb 10 cents. In order to absorb 10 cents, he must be prepared to comply with Section 2 (b) of the Robinson-Patman Act, which provides that he may do so "if done

in good faith to meet a competitor's equally low price."

On the other hand, A can offer his product at a warehouse located at X at \$5.50, FOB warehouse, and the buyers at B would then be obliged to pay the 10 cents that A would have to absorb if he sold on a delivered price basis at B. These two methods would seem perfectly legal under the decisions in the basing point cases. Under either of these pricing methods, buyers at B would pay no more than they formerly paid. Of course, A would have to pay the warehouse expenses, but these would be no more than he pays at his own plant for storage, labor, insurance, and interest on the value of the finished product.

A seller could lease space at various advantageously located warehouses and distribute from them on an FOB basis; the buyer would pay the same price he paid on direct carload or LCL shipments. The warehouse would have to be carefully chosen because the seller should not be compelled to absorb or earn freight. The leasing cost should bear a direct relationship to

the amount the seller would be obliged to pay if he stored in his own plant, bearing in mind the various items of cost previously mentioned, plus possible tax payments. The seller's plant undoubtedly is subject to depreciation, and he pays property taxes on his plant. Therefore, when he stores his products in a warehouse, these items should be considered in determining his net warehouse cost.

Many warehousemen would like additional business. They can get it by helping the manufacturer solve his pricing problems, for there seems to be no doubt that careful warehousing will provide a partial solution to the problem, enabling stymied business executives to recapture lost markets.

Most people believe it is not the intention of our government to abolish freight absorptions, and those who subscribe to this thought will continue to absorb freight because of the hazy pricing situation. There is no greater need today than a clarification of these disagreements and contradictions.

JANUARY, 1951

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MHI Prepares a Program . . .

. . For both education and an emergency

THE annual meeting of the Material Handling Institute, on December 7 at the Hotel New Yorker, New York, took place at the threshold of a crucial year in the nation's history. Like the rest of American industry, the MHI went on record with expressed willingness to do its share in the national mobilization effort.

Opening the one-day meeting, John G. Bucuss, the organization's first vice-president, presented a detailed report of MHI activities during the past year. He pointed out that in a matter of three years the MHI had more than doubled its membership. Today there were 80 members, representing manufacturers who annually turned out \$1,000,000,000 worth of essential industrial equipment.

Emergency

Referring to the present emergency, Mr. Bucuss stated that the statistical information needed to tell the industry's full production story in Washington was still being received from only a fraction of the membership. However, the MHI's relations with the National Production Authority were entirely satisfactory.

He stated, further, that qualified materials handling men will be needed within NPA, while the MHI's Washington office would become increasingly important during the months ahead.

During the remainder of the day, members discussed other facets of the MHI's activities:

• AMHS program: "All misunderstanding between the institute and the American Materials Handling Society has been dissipated," reported D. W. Pennock, Carrier Corporation. He described the educational work being done by and among the 17 AMHS chapters throughout the U. S., and said three more chapters are coming in.

With the active help of R. C. Brady, the MHI's research direc-

tor, who heads the AMHS educational committee, chapters have been furnished with discussion material, Mr. Pennock said. The AMHS has also set up a technical conference of 110 members, who will set up the discussion sessions for this year's materials handling exposition in Chicago.

L. West Shea, Union Metal Manufacturing Company, believed the AMHS program would be particularly valuable in view of the developing manpower shortage.

. . . and Education

R. C. Brady declared the industry must contact four main groups if its educational program is to succeed—employees on the operating level, supervisory and management personnel, college students, and sales representatives. So far, good work has been done with the first two groups with published and film material. As for colleges, 40 will next year give first-semester courses in materials handling. A second-semester course at many colleges is an early possibility.

- Washington Contacts: The institute's secretary-treasurer, R. Kennedy Hanson, told the meeting the industry was now well-represented at the nation's capital, but that expert men were needed to form materials-handling-equipment advisory committees. He was of the opinion that the industry must shortly expect emergency controls and a speed-up of defense orders before June of this year.
- 1951 Exposition: Already 202 firms have reserved space, reported Mr. Bucuss. Barring a major national emergency, the show will be held.

In addition, the meeting approved a general increase in dues, and changed the name of one of its product sections from "hand lift trucks" to "short - stroke hydraulics."

TRANSCONTINENTAL TRUCKING

(Continued from page 27)

total tonnage. True, this tonnage represented a little greater percentage in revenue, namely, 5.36 per cent, but is this traffic so terribly attractive to the railroads from the viewpoint of net revenue? It couldn't be. Between 1928 and 1949, the rails lost an average of \$96,000,000 a year on LCL traffic. Why should they be so anxious to hold on to a type of business which apparently can better be handled by other forms of transportation?

For one thing, the loss of LCL traffic, particularly in the group of "Manufacturers and Miscellaneous," may entail loss of carload freight of the same category. It is this group of commodities, which produces the highest revenue, that the railroads are fearful of losing. Let us consider this threat realistically for the territory involved in the "transcontinental" applications.

The present division of traffic between railroads and motor carriers is approximately one to 10. Motor carriers, including contract carriers, handled about 14 million tons of freight in the Rocky Mountain and Pacific regions, whereas during the same year, the railroads handled 136 million tons in the same territory. There are no readily available figures accurately showing how much of this tonnage was inter-territorial in scope. However, we are not far from the truth if we assume that the percentage must be heavily in favor of the railroads, since it is well-established that motor transportation is exceedingly heavy within the Western territories. Only small amounts of tonnage are left for the inter-territorial movements, therefore.

If we disregard these total tonnage figures and look at the type of freight which in all probability comes closest to the possibility of diversion from rail to truck—the "forwarder traffic"—we find that it amounted to 1,234,865 tons in 1948. It can be assumed that this traffic was substantially transcontinental in character. The total tonnage which P.I.E. interlined at Chicago and St. Louis with all carriers in 1949 (11 months) was 82,000 tons.

Nothing can be more eloquent than the contrast of these figures. Speaking of diversion of traffic from one mode of transportation to another, the relative size of such diversion should never be disregarded. We may speak in millions of tons in one instance and visualize thousands of tons in another.

The loss of desirable traffic be-

cause of the diversion to motor carriers in a contemplated transcontinental operation may be relatively small, as shown above; the type of traffic which would be lost initially will be within the group of LCL business which has so far produced deficits instead of profits. Still, that might be only the beginning; the motor carriers in transcontinental service might gradually work their way into the very profitable traffic of "Manufactured and Miscellaneous" articles. This would



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mean real danger for the railroads and might force them to make rate adjustments for traffic which is now being handled at marginal rates.

Commodity Groups

Cost statistics of the ICC have produced ample evidence that various groups of commodities contribute very differently to what is generally known as the overhead burden of our roads. Some commodities leave a great margin between the out-of-pocket costs for their transportation and the revenue derived from them; others yield revenue which is hardly sufficient to pay for the actual costs incurred in their transportation and leave it to other commodities to pay for overhead, non-distributable expenses, passenger and LCL deficits, interests, depreciation, etc. Generally, the ratio of revenue to out-ofpocket costs for products of agriculture has been 139, and of "Manufactures and Miscellaneous," 189. In other words, manufactured articles paid 89 per cent higher rates than their out-of-pocket costs would require, agricultural products only 39 per cent. If the overhead burden is apportioned to the various groups, it can be shown that "Manufactures and Miscellaneous" pay twice as much as a normal distribution of this burden would require (ratio 208 per cent, whereas "Products of Agriculture" pay 13 per cent less (ratio 87 per cent). These are national averages. But if we glance at the corresponding figures for transcontinental traffic, we have good reason to understand the apprehension of the representatives of agriculture. In the movement of agricultural products from the

Western territory to the official territory, the ratio is 14 per cent, which means that agricultural products in this traffic pay 86 per cent less than they should. And manufactured articles moving from the Official territory into the Western territory overpay at a rate of 274 per cent. The railroads, the farmers, and the Commission, in adopting and actually accentuating these arguments, make a conclusive showing that almost 100 per cent of the westbound traffic consisted of manufactures, and that more than half of the eastbound traffic was composed of agricultural products. (The figures for products of mines and forests are just slightly more favorable.)

Small wonder then that the loss of even a relatively small portion of the highly renumerative westbound traffic may show its impact upon the level of rates under which the eastbound traffic of agricultural products now moves. Certainly the Commission has to give this argument great weight, and it comes as no surprise that the very core of its decision is just this consideration.

Here, too, some soul-searching is in order. Rates provided for agricultural products moving east are about the lowest, if measured by the yardstick of their relative contribution to the general overhead burden.

With a little switch in terminology, this kind of traffic could be stamped as "subsidized transportation." The historians of transportation well know the reasons for such a development. Competition with water transportation, planned support to a growing region, maximum application of the "value of

service" principle, together with powerful financial and political interests-all contributed to the rate level as expressed in the ratios referred to above. But might it not be timely to revise old standards, or at least to expose them to the exceedingly minor test of how they will stand up under the possible impact of greater revenue needs for their railroads after the latter lose an ever-so-small portion of their most profitable freight? Are all the factors which determined preferential freight levels for agricultural products still in full force? It would be timely to ask whether agriculture can still maintain its status as an "underprivileged" industry? Does the Western region still need the protection afforded to it during the years of pioneering? And do we not deal with a double standard when the representatives of the grain interest complain "that their traffic is already burdened by sharing in the losses of railroad passenger traffic," if at the same time they do not feel any restraint over benefiting from the unusually high revenues derived from the traffic of manufactures?

In a decision based almost entirely upon such general principles—a decision which at the same time arrests a potential trend of one branch of transportation, preventing its entry into a new section of the national traffic pattern—a re-examination of traditional philosophies must be earnestly requested.

It may be mentioned at this time that in both the P.I.E. and Transcon cases the usual yardstick by which the approval of an application for merger is governed points toward the establishment of the services requested. The usual questions as to the ability of the applicants, the feasibility of the proposed service, the conditions of the transfer, and the interests of the employees are all answered in the affirmative. No doubt is cast that Transcon is able to offer the service it proposes, a service, it should be noted, which would result in substantial savings in transit time, as shown below by comparison with other types of service: air express, two days; Railway Express, six days; freight forwarder, 14 days;



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truck (interchange), 15 days; rail LCL, 20 days; rail CL, 18 days; truck direct single line service, eight days.

Motor Carrier Opposition

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A number of motor carriers opposed approval of the applications—13 in the case of P.I.E., 108 in the Transcon case. They may feel that they have won an important victory; but it may be asked if such a victory is not pyrrhic. The decisions handed down in these cases might very well spell doom for their own attempts to push back constricting boundaries.

The opposition of the motor carriers, which was strongest in the case of the Transcon application appears, in fact, a little enigmatic. They can certainly not claim that their present or future well-being is at stake. Commissioner Mahaffie, the lone dissenter, notices that the 13 protesting motor carriers in the P.I.E. application have grown rapidly in gross revenue and earnings during the last three years and are operating at substantial profits. It is also evident that the amount of transcontinental freight now handled by these carriers averages about 1.1 per cent of their total, so that even a complete diversion of this tonnage, either to a P.I.E .-Keeshin combination or to a newly established Transcon service, would be of little import to them. It appears significant, too, that the only existing transcontinental motor carrier, the Denver-Chicago Trucking Company, has remained conspicuously silent in both proce-Incidentally. Denver-Chicago secured its transcontinental rights a few years ago without opposition from other carriers.

The opposing motor carriers in the P.I.E. and Transcon cases may have won something of a victory, but what about the motor carrier industry as a whole? Has it gained by these decisions? Or has it been thrown back—perhaps on a slightly higher level—to the theoretical limitations established for it when it was proclaimed that the motor carrier was not equipped for hauls over 300 miles? Should transcontinental motor transportation be ruled out, just as—not so long ago—motor

carrier transportation of heavy commodities was considered taboo?

We are not interested in the case of P.I.E. or of Transcon as such. Quite possibly, a great number of strictly legal questions are involved; we have every confidence that the authorities know how to deal with them. However, decisions of a general nature were made, and they were based upon general principles of transportation policy. Ideologies may have been established which will influence the trend of transcontinental motor transportation for some time to come. The Commission has found on previous occasions that the existence of large motor carrier systems may well be in the public interest. It has found that the motor carrier industry, a coordinate and competing form of transportation, should be permitted to grow through consolidation and that it should not be frozen at its present level (Associated Transport MC-F-1612). The force which moves our economy is competition, and the present opponents of transcontinental motor carrier operations are among the most outspoken defenders of this force. Even admitting that transportation acts under what is known as a "regulated monopoly," which is just another term for "moderated competition," such regulation should never attempt to stop a development condemnable only because of its potential and assumed damage to existing enterprises. If government agencies take it upon themselves to manage the economic trend of the transportation industry, every consideration should be given to the need for progress and logical development. No phase of the transportation industry should be kept in a state of "petrified adolescence." We heartily subscribe to Commissioner Mahaffie's opinion that "the transportation system of this country has developed to its present adequacy and efficiency principally as a result of the competitive struggle, not only between individual units, but also between different types of carriers."

The P.I.E. and Transcon cases may be closed, or not—that is up to the lawyers. The case for transcontinental trucking is still wide open.

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MECHANICAL COOLING

(Continued from page 29)

But the immediate selling job is on the ground—or on the rails, to be more exact—and if past evidence is to be taken into account. the company has its work cut out for it.

Hitherto, the rails have looked

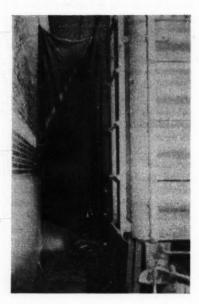
with marked suspicion on anything pointing toward abandonment of the time-honored ice-andsalt-methods of refrigeration. It is just possible, however, that mechanically cooled cars will mark so considerable an advance over the conventional ice-bunkered units that the rails can be prevailed upon to acknowledge the Machine Age.

Refrigerating rail cars by Ice Age methods, says U.S. Thermo, makes for fairly slipshod temperature control. It's a sort of "load and hope" method, they feel. Four to six tons of ice and salt are loaded into the car, and everybody hopes for the right temperature. Besides, they say, this method is both cumbersome and expensive. Long delays are necessary for icing and pre-cooling; lack of temperature control means heavy loss claims; and maintenance and replacement costs are high, owing to the corrosive action of the brine

Cold Storage Carloading Canopy

QUINCY Market Cold Storage and Warehouse Co., Boston, is guarding the temperature of frozen-food shipments against temperature changes and at the same time reducing surface condensation on cases with an extensible carloading canopy developed by the company's chief engineer, R. E. Sherbrooke. Additionally, owing to the fact that the temperature in the receiving room is maintained at about five degrees, the canopy arrests the formation of heavy fog. The device, built and installed at a cost of \$140, is in use at Quincy's Watertown, Moss., plant.

Extension and retraction of the canopy are effected by a system of tracks and ropes, in conjunction with what is known in awning-makers parlance as a "cleat." In constructing the canopy, a 2x3 was bolted to the building on either side of the door, and above. These are 11 ft. high on the sides and are 12 ft. across the top. A similar piece, attached to the platform, holds the lower flap. The sides of the extensible frame are also 2x3, while the outer framing above and below, and the extension frame, are of one-inch pipe. The pipe that extends from a hinge upward on each side extends continuously across the top, and the lower and upper flaps are held



rigid by iron pipe in the hems. Four inches of extra canvas above protrude beyond the uprights and help make a seal against the car. The pipe in the outer edge or hem of the lower flap is pulled up by rope and held by track and guides on the uprights. The cross brace, when pulled up on its track and held by rope attached to a winch, creates satisfactory tension against the car, it is reported. The canvas is No. 10 waterproof army duck.





(left) Canopy in retracted position. (right) In position for contact with railroad car.

Temperature Is Dial-Set

Thermo King eliminates these handicaps, it is maintained. Controlled temperatures from - 20 to 80 degrees, with no more than two degrees of temperature variation experienced by the product at any time, are maintained simply by setting a dial on the unit-or, to be more specific, on one of the units; for U.S. Thermo's system actually utilizes two completely self-contained refrigerating "packages," one of which does the work while the other stands by ready to work in the event its mate konks out. They're set in slidingdoor-type mounting bases at the "A" end of the car in an area normally reserved for ice bunkers. A unit can be taken out and replaced inside of 10 minutes.

Say one of the machines does konk out. Here's what U. S. Thermo visualizes happening in refrigeration's Machine Age:

First of all, the stand-by unit will automatically assume its responsibilities, insuring maintenance of the desired temperature. (This holds true, incidentally, regardless of weather conditions outside the car. For example, if it gets too cold outside, the Thermo King unit will automatically switch to a heating cycle to hold the inside temperature at the level set on the dial.) The fact that one of the units is inoperative will

be immediately evident at the first inspection point. A green light on the outside of the car, put there for the express purpose of informing interested parties of the condition of things on the inside of the car, will have gone out, signifying non-feasance on the part of one of the units. (A glance at a thermometer adjacent to the light will provide a quick check on the temperature in the car.)

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Upon discovering that one of the units is not in working order, the inspection point will, as U. S. Thermo sees it, teletype the news to the next division point, which will have replacement units on hand, and ready to install at a moment's notice.

Installation is simplicity itself. The mounting base, which is anchored to the car, is pulled out, and the unit is placed on it. Two simple connections are made for fuel and automatic controls, and the unit is then pushed into place. The turn of a crank at the end of the car lowers a screen in front of the unit and at the same time clamps an exhaust chimney over the top of it. The chimney carries off fumes and heat from the engine section.

Operates on Gas

The unit itself consists of a 28-horsepower water-cooled gasoline engine, a six-cylinder compressor, a cooling coil, an air-circulating fan, and controls. An automatic defrosting device is numbered among the latter. Freon is used as the refrigerant.

All of this, it turns out, costs considerably less than plain old ice and salt. To cite but one example, in U.S. Thermo's "test trip No. 9," in which a load of meat products was transported for Swift & Company, the savings in the use of mechanical refrigeration were put at \$42.41. Total elapsed time of the trip was 96 hours. Lest it be thought that this is just another case of "all that meat and no potatoes," it should be set down that potatoes have been Thermo King-cooledas have apples, oranges, fish, and frozen concentrated fruit juices.

AIR CARGO

(Continued from page 23)

Air cargo, both express and freight, has rapidly become more and more important to the air carriers. During the late thirties, cargo amounted to only a little over three percent of the airlines' traffic volume, but as a result of its postwar growth, air cargo has now reached 15 percent of the scheduled airlines' total traffic.

Air cargo's future rate of growth is largely dependent upon reductions in the cost of operations, which will be reflected in lower rates. The major possibility for reductions in operating costs lies in the introduction of new and more economical aircraft. The necessity of operating large new cargo aircraft permitting the exploitation of the presently untapped traffic which will move at between 14 and 16 cents per tonmile, is of prime importance.

Improvements in ground handling and terminal operations also offer opportunities for future savings as volume of traffic develops. Aircraft designed to reduce ground handling are already past the planning stage. Reduced ground-time means higher utilization of the plane; and higher plane-utilization is a positive means of reducing ton-mile operating costs. In general, the higher the average daily aircraft-utilization that can be attained, the lower the average payload required to break even. Additional factors that may permit cost reductions include all-weather flying and the establishment of lessrestrictive operating standards, such as permitting higher gross take-off weights for cargo craft than for passenger craft.

Present rate levels of 19 cents per ton-mile for the combination airlines and 16 to 17 cents for the all-cargo carriers are strictly promotional. No one appears to be making money out of carrying cargo at these rates. The all-cargo carriers, for example, reported substantial losses in 1949, with their costs running roughly at 18 to 20 cents per revenue-ton-mile. These

figures, moreover, reflect relatively high load factors and operation experience on only the higherdensity cargo routes.

Over the past 20 years, there has never been a year in which the volume of air cargo has decreased, but the large increases we have seen in the years since the introduction of true air cargo will probably not be seen again. The diminishing rate of growth characterizing the past year will probably continue. This does not mean, however, that a decline is in prospect. The "margin of optimism" in projecting the future volume of air cargo has been greater than for any other phase of air transportation. Below is a recent forecast of the Port of New York Authority for air-cargo growth up to 1980. This projection is based on a 25 percent increase for 1950, with a decline of four percent by 1980:

AIR-CARGO FORECAST, 1950-1980

Year	Total Tons
1949	169,400
1950	211,800
1955	370,600
1960	555.900
1965	778,200
1970	1,011,700
1975	1,264,600
1980	1,517,500

Per cent increase, 1980 over 1949: 795.8

Very little study has been made of the air-cargo market from the shippers' point of view; too many projections are based on what aircraft can do at certain levels of operating costs without trying to determine how the plane can fit into industry's needs. Air cargo, with a few exceptions like the transportation of flowers and sport fashions, has not as yet won a permanent place in the regular routing of freight traffic. Indeed, the air carriers have hardly scratched the surface. Price competition with other forms of transport is only one of the ways by which business can be attracted; there are many advantages of air cargo which have not as yet been exploited.

INDUSTRIAL TRAFFIC MANAGEMENT

(Continued from page 38)

experience the only way an aspirant to traffic management can get to know his subject? Or can it also be gained by taking classes like those urged by the American Society of Traffic and Transportation? I'm an advocate of the society's undertakings, and probably from its efforts there will result an educated group of traffic managers. Business management should have no hesitation in taking on traffic managers from this group.

[Unable to stay for the whole meeting, Charles E. Coyle, general traffic manager, Otis Elevator Co., made the following remarks at this stage of the discussion:

In my own case, I've been recently engaged in an endeavor to change the positions of men in a department if they show adaptability. My purpose is to make for bigger and better men by changing their positions. I'm doing this at the present time annually, and hope to do the same in our factories—that is, I propose to institute a program where men will go from our department into the factories more frequently to become more acquainted with the equipment we produce.]

MR. ROEDER (American Home Foods): As to the question of the future, I don't think there's a standard educational requirement. The better-equipped an individual is, the better his opportunities. How far a man goes in the traffic management field depends on the extent to which he avails himself of education or experience in economics, law and other subjects.

MR. FRAZER (Woolworth): A broad general knowledge of what transportation is all about is the most a man can receive from a school. He can't be given a course in Ed Sheffe's business, which is different from ours—they're as far apart as day and night—or the paper business or the locomotive business. All any man can hope to get in school, as I see it, is the ability to think along traffic lines, and the knowledge of where to look for information he needs in his individual business.

One very valuable thing many of these schools forget is that we traffic men have to appear before the Interstate Commerce Commission and other rate bodies. The schools don't teach a man to think on his feet, to be in a position to answer questions thrown at him by someone who knows the game. If you're tongue-tied on your feet, you're out of luck.

MR. LACEY: You've stated that a good basic traffic education should enable one clearly to express one's views. Too many times I've seen good traffic men who are simply tongue-tied when they're on their feet. They just couldn't put their ideas across. If I were to conduct a course in traffic management, I'd include a course in public speaking.

MR. KRUMECH: Mr. Frazer, what do you do within your organization with regard to your relationship with regulatory bodies and people like that?

MR. FRAZER: I make members of my department get out and handle cases before these bodies. If necessary, I send them alone.

Mr. Newberry (Johns-Manville): I'm inclined to agree with Ed Sheffe that the fellow will be in the best position if he has a law background. Failing to get a man with a law background, I'll settle for someone with engineering or economics. But a young man going into traffic should have a law background if possible.

● Has the traffic manager a future as an executive whose duties would be comparable to those that might be exercised by a "manager of distribution" or a "vice-president in charge of distribution."

Mr. LACEY: What have you to say, Ray?

MR. NEWBERRY (Johns-Manville): Well, as I view the vocation of traffic management today, there are few limitations to it. I think the traffic manager of today, and those that come after us, can be about anything they can make themselves. Of course, a traffic manager might be unfortunate enough to get into

one of those companies where his activities are limited, where he answers to a purchasing agent who may not be nearly as capable as he is, and whose principal function would be to stifle him. Otherwise, the field is wide open, and the traffic manager of the future should be in a good position to become a top executive in any part of the business.

I feel this way because I don't know of any job or any department of a company that presents a greater opportunity to become familiar with most of the company's functions. And it all depends on the traffic man. He can sit in his office and have cobwebs around him, or he can get around the company and find out what the sales people are doing or what the production people are doing.

I view the possibilities of a man in the traffic department becoming top brass as as good as those in any department.

• Concluding remarks of the moderator:

MR. LACEY: I've jotted down some notes arising from this discussion. I believe we're all agreed that the traffic manager should be resourceful. He should be energetic, and, by all means, he should be diplomatic and broad-minded. He must also be able to meet with administrative agencies and legislative bodies.

He must know sound business principles, and he must be a student of transportation economics. He must continually keep posted on all current decisions of the Supreme Court on transportation matters, and on decisions of the ICC and the Maritime Commission, and he must keep his management informed as to their effect on his company's business.

He should report to an executive officer—if possible a top executive, and he should by all means be included in the councils of the company. He should have a chance to advise management on all matters affecting transportation and distribution policy.

He should have a good basic education and be able to express his views clearly and succinctly. Traffic education is, after all, merely a tool; how a man should use that tool is up to himself.

New Products News

Baker Announces New Line

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Three new stand-up-model fork trucks featuring ruggedness and low maintenance comprise new FC centercontrol fork truck line recently introduced by Baker. Units are for 3,000-, 4,000-, and 6,000-lb. loads. Driver stands on right side and has unobstructed view of end of forks when engaging load. One pedal operated by left foot in normal driving position, controls power and braking. Interlock cuts off power when brake is applied. Shockless automotive - type steering-wheel is equipped with steering knob to facilitate sharp turning and backing into position. Wheel is horizontal. Accessibility and functional engineering is said to make for quick servicing. Power axle can be removed in 60 minutes, trailing axle in 20, and brakes can be relined in 30 minutes, according to Baker. Following are specifications for FC-30 (3,000-lb. capacity), FC-40 (4,000lb.), and FC-60 (6,000-lb.): Width over drive wheels - 354, 374, and 391/4 in. respectively; outside turning radius-74, 74, 81 in.; minimum intersecting aisles-65, 65, 70 in.; overall height-all, 83 in.; telescoping lift -all, 126 in.; initial lift-631/4, 631/4, 61 in.: length of forks-all, 36 in.

Baker Industrial Truck Div., 1216
 W. 80th St., Cleveland 2.



Maneuverability Featured

Load-Mobile battery-operated industrial tractor introduced by Market Forge is only 44 in. long and is said to be especially useful in small plants where space is at premium. In driving, operator can (1) face away from load, (2) face load when negotiating narrow passages, or (3) ride on step for on-off short-haul driving. Models have 3,000- or 5,000-lbs. capacity; draw-bar pull is 500-800 lbs. Speed ranges from 3.5 to 4 m.p.h. with no load, to 2.5 to 3 m.p.h. with full load. Overall width is 30 in. Comes with desired tractor hitch.

• Market Forge Co., 25 Garvey St., Everett, Mass.

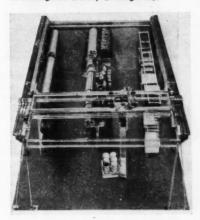


Push-button Storage

Described as entirely new method of storing materials, Stak-Rak selective storage system developed by Chicago Tramrail, is said to provide 100% selectivity in handling items of any size or shape. System is adaptable to rough stock, palletized goods, drums, bundles, rolled goods, etc., according to manufacturer and is push-buttoncontrolled by 1 man. Thus, it is maintained, single attendant effects delivery of incoming goods to exact position specified, or quickly selects desired materials from storage for reverse movement. Stak-Rak system, which affords complete utilization of storage space, consists of self-standing rack-columns on either side of narrow aisles. Crane bridge spans entire width of area and travels lengthwise on tracks. It is equipped with overhead trolley from which electric fork lift is suspended. Latter revolves to serve either side of aisles, and operator controls its motion with the push button. Columns can be spaced at any interval required to receive merchandise. Aisle requirements for loads up to 2,000-lbs capacity are actual physical dimensions of unit to be

handled plus 8 in. for column and necessary running clearance. Fork lift can be supplied with 36-in. fork with horizontal spread of 3 ft., or with multiple fork with 10-ft. spread for handling long materials such as bar stock.

• Chicago Tramrail Corp., 4000 W. Washington Blvd., Chicago 24.



Loading-Height Adjuster

Rite-Hite loading-height adjuster, distributed nationally by Karl A. Herman Co., adjusts vertically and horizontally. There is no bump at outer end of platform, no crack at point of contact with dock. Adjustment is made by 2 handles which fold out of way when not in use. Unit comes in 2 sizes: One model is 42 in. from front to rear and has 12-in. vertical movement; other is 72 in. with 18-in. movement. Both are 72 in. wide and have



14-in. horizontal adjustment. No lubrication or maintenance required.
Karl A. Herman Co., 412 Fuller

Fork Tines Swing Inward

Ave., N. E., Grand Rapids, Mich.

Vertically pivoted forks for use on high-lift trucks have been developed by Elwell-Parker to meet requirements in factories, warehouses, and shipping departments where loads may have to be maneuvered in congested quarters. Device comes as part of various Elwell-Parker fork trucks, but can be supplied as attachment for all standard fork units. Tines can be used in ordinary way, or to swing inward



from straight position, facilitating pallet- or skid-handling. Truck can handle load at angle up to 45 deg. from parallel, depending on length of tines and width of pallet. Head of each tine has 2 cross-members supported horizontally in fixture bolted to base-plate attached to elevating mechanism. Inner cross-member is held in fixture by means of vertical pin forming hinge, and under tension of a spring. Outer member is short length of steel bar and normally rests in contoured flange welded to baseplate. Tine is adjusted by moving it sideways, spring tension holding it in inward or straight position.

• Elwell-Parker Electric Co., Cleve-

land.

Staple Commodity

Bostitch has announced a new and improved stapling hammer - Model H2B-designed for high-speed tacking and light nailing. One blow will drive a staple of .050 x .019 wire all the way home, according to Bostitchwhether unit is being used for lining freight cars, padding crates, or covering furniture. Features include plating for rust-resistance, new-style driving lever for better balance, and new-type pusher to eliminate jams.

· Bostitch, 993 Mechanic St., Westerly, R. I.



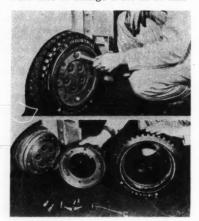
Ferris Wheel

Ferris Mfg. Co. has come out with an improved model of its rotary file. Removable baskets in balanced trays rotate either way by fingertip control. Instant accessibility to 1 or a dozen cards is said to be assured, and provision is made for cross-filing. File has capacity of 13,000 cards in 3 sq. ft. of floor space. New feature is hand brake which locks wheel in desired position even after several travs are removed. Attached posting shelf is available for posting at the file; shelf folds out of way when not in use. Cabinet is constructed of heavy steel and is mounted on casters for easy portability, and locking slide cover protects records when unit is not in use. Files can be made to any reasonable size on request.

· Ferris Mfg. Co., 244 Great Meadows Rd., Stratford, Conn.

Clark Adds Demountable Tires

Demountable cushion-style rubber tires are now standard equipment on 2 Clark fork trucks and 1 tractorgas Trucloader fork truck in both 1015 and 1024 styles, battery-powered Trucloader 1024 model, and Clarkette-5 towing tractor. Development will be added to other lines at later date. Big advantage is in time required to change tires. In tests, mechanics unfamiliar with demountables were able to change a set in 15 min-



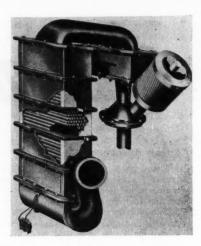
utes, compared with several hours for pressed-on solid tires, according to Clark. New demountables are said to incorporate same advantages of cushioning, long wear, and superior cutand-chip resistance found in previous pressed-on-type. They feature tapered hard-rubber base reinforced with bead wires. Tire can be applied to tapered base wheel merely by bolting together the 2 wheel halves with standard wrench. Allen wrench is used to remove plugs. In illustration, tire is seen assembled at top, disassembled at bottom. Standard solid and pneumatic tires will be available for Trucloader models as optional equipment.

 Clark Equipment Co., Industrial Truck Div., Battle Creek 11, Mich.

Free Wheeling

Self-powered wheelbarrow recently put on the market by S and S Vending Machine Co. moves full load up 40% grade. Compression acts as brake on downgrade; speed on level is comfortable walking pace. Pow-R-Barrow's air-cooled engine is mounted beneath bed. It drives by friction on tire tread, with simple controls all on right handle.

· S and S Vending Machine Co., San Jose, Calif.



Gas-Truck Gases Neutralized

OCM Catalytic Exhaust, introduced by Oxy-Catalyst Mfg. Co., renders exhaust gases from gas-powered lift trucks odorless and non-poisonous. OCM, installed like standard exhaust, weighs 25-30 lbs. Catalyst (reacting agent) is built into exhaust, and should be changed every 3,000 operating hours. Efficiency and safety are guarded by pyrometer on instrument panel, which also measures air-fuel ratio of engine, enabling operator to check engine efficiency. Unit operates only on unleaded gas, and is said to impose no more back-pressure on engine than standard muffler. Housing is constructed of pressed-steel box sections bolted together.

· Oxy-Catalyst Mfg. Co., Inc., 115 S. Conestoga Rd., Wayne, Pa.



Flattens Wind Bags

Power-driven bag-flattener manufactured by Flexoveyor is especially designed for use as pallet-loader. A series of endless steel coil springs running over grooved steel rollers forms conveying medium. By means of tension spring and rocker arm connection between upper and lower conveyors, a kneading and pressing action is applied to bag, eliminating air and distributing contents evenly. This produces a flat bag, which piles better and is said to save as much as 30% in space. Discharge conveyor section is raised or lowered by hydraulic ram. Thus, bags being piled on pallets will be at correct tiering height.

• Flexoveyor Mfg. Co., 1220 S. Acoma St., Denver 10.



Classified and alphabetized for the convenience of the reader

Industrial Traffic Management

John J. Coffman has been promoted branch traffic manager of Cargill, Inc., Chicago.

C. A. Moore has been appointed manager, traffic and warehousing of the customer service operations for the General Electric Co.'s construction materials department, Bridgeport, Conn.

Pressed Steel Car Co., Inc., New York, has appointed Fred M. Garland assistant to the president and general traffic manager. H. D. Harlow has been appointed assistant general traffic manager and J. C. Goodard as traffic manager, with head-quarters at Mt. Vernon, Ill.

Richard C. Colton has resigned as general traffic manager of RCA-Victor Division of Radio Corp. of America, Camden, N. J., in order to accept the position of vice president in charge of the New York office of Lykes Brothers Steamship Co. Mr. Colton is a member of the executive committee of the Camden Traffic Club.

Insurance

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Government insurance against civilian damage by enemy action is now assured. Congress, impressed by the arguments presented by both industry and government officials, is ready to put its final stamp of approval on legislation to compensate business firms and civilians alike for any prospective war damage, including destruction caused by atomic bombs.

Under the federal insurance program which will probably be put into effect within the next few weeks, the Reconstruction Finance Corp. will be supplied with \$1 billion worth of insurance capital. Private insurance companies will act as underwriting agents, however.

Virtually every type of business will be eligible for war damage insurance policies. Following a policy established during World War II, jewelry, furs, art and historical collections would not qualify, but any other type of property, whether owned privately or by a corporation could qualify.

Materials Handling

American Material Handling Society, Montreal, Can., Chapter, has installed D. A. Gillespie as president; L. J. Stock, vice president; Col. E. D. Elwood, M.B.E., honorary president; J. G. Pope, secretary; and W. G. Wilford, treasurer. The directors are E. B. Jubien, Wm. Sherman, M. S. Hayes, T. J. Christie, and K. W. Grimsdale

The Materia! Handling Institute, Inc.,

at its annual meeting in New York, Dec. 7, has elected John G. Bucuss, Acme Steel Co., Chicago, president. Other officers elected include L. West Shea, The Union Metal Manufacturing Co., Canton, Ohio, first vice president; and J. C. Mevius, American Engineering Co., Philadelphia, second vice president. R. Kennedy Hanson was re-elected secretary-treasurer.

Directors to serve for two years are E. W. Allen, Thomas A. Edison, Inc., West Orange, N. J.—Electric Accessories; G. J. Hanhauser, Fab-Weld Corp., Philadelphia—Pallets, Containers & Auxiliary Equipment; John A. Baldinger, Automatic Transportation Co., Chicago—Electric Industrial Trucks; E. J. Byrne, Chisholm-Moore Hoist Corp.; Tonawanda, N. Y.—Electric Hoists; W. H. Noelting, Faultless Caster Corp., Evansville, Ind.—Casters; and Howard M. Palmer, Lewis-Shepard Products, Inc., Watertown, Mass.—Motorized Lift Trucks.

Directors to serve for one year are Milton Moon, Signode Steel Strapping Co., Chicago—Strapping; J. P. Lawrence, The American Monorail Co., Cleveland—Monorails & Tramrails; George G. Raymond, Lyon-Raymond Corp., Greene, N. Y.—Short-Stroke Hydraulics; C. H. Strauss, Ironbound Box & Lumber Co., Hillside, N. J.—Floor Trucks; Jervis C. Webb, Jervis B. Webb Co., Detroit—Conveyors; and J. W. Wunsch, Silent Hoist & Crane Co., Brooklyn, N. Y.—Gas Trucks.

John C. McGunnigal has been appointed sales manager of the steel strapping division of The Stanley Works, New Britain, Conn.

Dr. George W. Vinal, internationally recognized authority on storage batteries and electrical standards, has been named engineering consultant and advisor for The Electric Storage Battery Co., Philadelphia.

Packing and Packaging

According to the National Production Authority's pulp, paper and board section, "there seems to be no immediate need for limitations in non-defense consumption" of paper and paper board. Apparent shortages are described as either "unreal, or for the most part a small percentage compared with total supply." While direct and indirect Federal Government requirements for container and box boards increased during the third and fourth quarters of 1950, the total of these requirements was described as "relatively small." A substantial demand for overseas-type fibre containers occurred when the Korean outbreak necessitated repackaging of Army

depot supplies. This demand subsided by the end of September, but was generally offset by other container demands, resulting largely from increased defense orders. Production in some cases is at an all-time high, with output at a greater rate than the increase in defense procurement.

Traffic and Transportation

Assn. of Interstate Commerce Commission Practitioners, at its twenty-first annual convention at St. Louis, Nov. 9, has elected John R. Turney, Washington, D. C., president. Other officers elected include J. K. Hiltner, secretary; and Charles E. Bell, treasurer. District vice presidents: No. 2, S. S. Eisen, New York; No. 4, Frank H. Cole, Jr., Cincinnati; No. 6, Paul H. Hardin, Atlanta, Ga.; No. 8, A. H. Schweiter, Chicago; No. 10, Ernest Porter, Des Moines, Iowa; No. 12, Frank A. Leffingwell, Dallas, Tex.; No. 14, I. N. Early, Billings, Mont.; and No. 16, Howard G. Freas, San Francisco.

Delta Nu Alpha Transportation Fraternity, New York University Chapter, at its annual dinner meeting, Nov. 12, has installed the following officers: Frank J. Costanza, president; James T. Carr, first vice president; Bernard S. Strauss, second vice president; William Wagner, secretary; and James Dobbin, treasurer.

Delta Nu Alpha Transportation Fraternity, Tau Alpha Sigma Chapter, at its "election night" meeting in the Colonie Warehouse, Troy, N. Y., Dec. 6, elected T. E. Shelly, Marshall-Eclipse Division, Bendix Aviation Corp., president. Other officers elected include M. M. Forhock, Cluett Peabody Co., Inc., first vice president; H. Duncan, Colonie Warehouse, second vice president; L. F. McDonald, American Meter Co., secretary; and L. H. Larche, American Airlines, treasurer. Directors are C. Bonjukian, Behr Manning Corp.; L. I. Moran, Pennsylvania Railroad; and E. C. Mayberry, Dorn's Transportation, Inc.

Topeka Traffic Club, Topeka, Kans., at its annual election meeting, Nov. 16, has elected A. B. Fleming, Atchison, Topeka & Santa Fe Railway Co., president. Other officers elected include W. A. Lawson, Goodyear Tire & Rubber Co., vice president; and S. C. Bennett, secretary-trea-

Traffic Club of Jersey City, Inc., at its annual meeting at the Union Club, Hoboken, N. J., Nov. 21, has installed Anthony Scherger, Block Drug Co., Inc., Jersey City, president. Other officers installed include Sidney Michaels, Pyramid Motor Freight

Co., Newark, first vice president; Jack Pearson, Alco Gravure Division Publication Corp., Hoboken, second vice president; and Frank J. Jones, Joseph Dixon Crucible Co., Jersey City, treasurer. James J. Cullington, Jersey City Chamber of Commerce, is secretary.

Traffic Club of New York, Inc., has elected, at its annual "Members" dinner, Hotel Commodore, New York, Joseph W. Brennan, Chicago, Burlington & Quincy Railroad Co., president. Other officers elected include E. D. Sheffe, Esso-Standard Oil Co., first vice president; R. J. Wood, Pennsylvania Railroad Co., second vice president; G. H. Burtis, Luckenbach Steamship Co., Inc., secretary; and H. H. Huston, American Can Co., treasurer.

Trans-Continental Freight Bureau, Chicago, has elected M. F. Edbrooke chairman of the standing rate committee, to succeed the late M. A. Cummings. C. V. Hennings has been made a member of the committee.

Wyoming Valley Traffic Club has announced that R. J. Eckenrode, Fowler and Williams, Inc., Wilkes-Barre, Pa., has succeeded L. O. Holt, Pennsylvania Railroad, as president. Fred R. Roberts, Delaware & Hudson Railroad, Wilkes-Barre, is vice president.

Transportation-Air

Emery Air Freight Corp. has moved their executive offices from the Emery Air Terminal at 314 East 39th St. to 801 Second Ave., New York.

Frontier Airlines, Denver, Colo., has announced the appointments of Brooke B. Burnham and Robert M. Evans as assistants to the vice president for traffic and sales.

-Government

Department of Commerce's transportation activities have been centralized under Maj. Gen. Philip B. Fleming, Under Secretary for Transportation, in order to better meet mobilization needs. Newly created is an Office of Transportation, to be headed by a Deputy Under Secretary of Transportation. Transferred to this new office is the Transportation and Communication Division of the Office of Industry and Commerce. A Transportation Council has also been set up under General Fleming, composed of the Chairman of the Civilian Aeronautics Board, The Maritime Administrator, Commission of Public Roads, Civil Aeronautics Administrator, and the Chairman of the Advisory Board of the Inland Waterways Corporation.

The Under Secretary has also had dele-

The Under Secretary has also had delegated to him the priorities and allocations powers of the Defense Production Act relating to air transportation and ocean

Supervising all of these agencies within the Department, the Under Secretary will be responsible for compiling and analyzing estimates of traffic requirements to be imposed upon existing transportation facilities by the needs of mobilization; determining the adequacy of such facilities to handle the increased load; developing proposals designed to secure the best possible use of existing transportation facilities, and stimulate the provision of needed facilities.

The new organization is already at work

on requirements for transportation items during the current year. Such work will be the basis for allocation programs, beyond that already in effect for freight cars, should they become necessary.

Military Traffic Service has named Charles W. Van Horn, retired vice president of operations and maintenance, Baltimore & Ohio Railroad; and Max R. Harris, executive vice president, Indianapolis Forwarding Co., as consultants.

James L. Murphy, has resigned as assistant to the secretary of the Interstate Commerce Commission after more than 57 years of service.

Francis B. Robins, Wilmington, N. C., has been appointed director of the division of materials and equipment of the Defense Transport Administration.

—Highway

L. C. Allman has been elected executive vice president of Fruehauf Trailer Co., Detroit. He is also president of the Truck-Trailer Manufacturers Assn. and represents TTMA as a member of the board of governors of the National Highway Users Conference.

Canadian Automotive Transportation Assn., at its annual convention in Toronto, has elected John Veitch, Veitch Truck Lines, Selkirk, Manitoba, president. Other officers elected include Jack Taylor, Alberta Motor Transport Assn., first vice president; Camille Archambault, Rapid Transit Terminal, Montreal, second vice president; and W. H. Male, Terminal Warehouses, Ltd., Toronto, secretary-treasurer.

Defense Transportation Administrator James K. Knudson is pushing heavier loading of highway transport vehicles in order to utilize all transportation facilities to the fullest extent possible during the present emergency. The DTA chief has served notice on state highway officials and utilities commissioners that if the states do not lower artificial and hampering barriers to highway traffic in this emergency period, "their failure to do so will be an invitation to elements of the Federal Government to take the lead in bringing about uniform standards." It is likely that the states will cooperate, as they did with the Office of Defense Transportation during World War II, but Mr. Knudson maintains that permanent solution of the problem requires a uniform regulatory code and full reciprocity between the states.

Defense Secretary Marshall has asked the Governors of the 48 states to cooperate with the military in authorizing overweight truck movements when urgent military needs require such action. It is made clear, however, the carriers will not be authorized to represent the military in seeking such permits, but that such requests will come from the military services.

Freight Forwarders may be granted common carrier status if the President signs H. R. 5967 now on his desk awaiting signing at press time. The House-approved measure was passed by the Senate with no debate. Originally, it had been thought that the short pre-Christmas session of Congress would accomplish little, other than appropriating more defense funds, but

with the sudden worsening of the Korean war the Senators buckled down to work. Within a 450-mile limit, the measure would permit forwarders to use motor carrier services at rates lower than those charged shippers.

Interstate Commerce Commission has made public the first major revision of its Motor Carrier Safety Regulations since they became effective 11 years ago. The proposed 45,000 word revision is highlighted by one basic premise—placing of greater responsibility on individuals principally drivers, but not excluding operators.

The proposed changes include: 1) annual physical examinations of drivers; 2) persistent violations, a bad accident record, or a combination of both would bar a driver from employment; 3) strict observance of speed limits in scheduling; and 4) driver inspection of equipment. There are also many mechanical requirements such as: 1) two windshield wipers; 2) stricter brake requirements; 3) rear wheel flaps; and 4) rear bumpers for all vehicles.

The changes will affect all private, contract, and common carrier trucks, trailers and buses. However, they will not become effective for some time and are likely to be further revised based on public hearings scheduled by the Commission.

ICC has consolidated and re-published its "Regulations for Transportation of Explosives and other Dangerous Articles" which affect all carriers. Copies of the new 300-page book are available from the Superintendent of Documents, Government Printing Office, Washington 25, D. C.

Trailmobile Co., Cincinnati, has elected S. E. Biggs, Cincinnati, and James A. Bardsley, Berkeley, Calif., vice presidents of the company. Mr. Biggs will head the company's manufacturing operations in Cincinnati; Springfield, Mo.; Berkeley, Calif.; and Windsor, Canada. Mr. Bardsley will head the company's Pacific Coast operations, with headquarters in Berkeley.

United Van Lines, Inc., and its agents held an event-packed annual convention in St. Louis, late in November. With 200 in attendance, the two-day meeting featured forums, panels, and individual addresses on all phases of long-distance moving operations. A "How's Business?" forum disclosed that business conditions are generally good. An entire afternoon was devoted to the question of sales and selling techniques. Members of UVL's staff presented a discussion on the firm's preplanned moving service," and the manager of the company's claim department, W. A. Halsey, described procedure with regard to claims.

Charles W. Woolridge has been elected vice president and assistant general manager of Red Ball Motor Freight, Inc., Dallas, Tex.

-Rall

Assn. of American Railroads, at its annual meeting at the Waldorf-Astoria, New York, Nov. 17, has re-elected William T. Faricy, president. Other officers re-elected include J. Carter Fort, vice president and general counsel; James H. Aydelott, vice (Continued on page 56)

WITHIN THE BY LEO T. PARKER, Legal Consultant

FINANCE and INSURANCE

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Things You Can Do

YOU CAN be compelled to pay tax

YOU CAN be compelled to pay tax on stock you own in a foreign corporation which also pays taxes to the state. For illustration, in Commonwealth v. Shenango Furnace Co., 67 Atl. (2d) 113, Pa., it was shown that the Shenango Furnace Co. owned shares of stock in a foreign corporation which was doing business in Pennsylvania and owned property there. Hence, it was subject to the Pennsylvania corporate franchise tax. vania corporate franchise tax.

The furnace company's officer contended that to include in the value of its capital stock its investment in the shares of this foreign corporation works double taxation.

The higher court refused to agree and said that in determining the value of capital stock of a domestic corporation for capital-stock tax purposes, the domestic corporation could poses, the domestic corporation could not expect a deduction based on its investment in shares of stock of a foreign corporation doing business and having property in the state and paying a franchise tax to the state. In other words, this is not "double" taxation.

YOU CAN credit in your income tax return, deductions for money paid to customers for damaged, lost or destroyed merchandise.

destroyed merchandise.

For illustration, in Jerry Rossman Corp. v. Commissioner of Internal Revenue, 175 Fed. (2d) 711, testimony brought out that a company's official unwittingly overcharged certain of its customers. Later, the company deducted these refunds in its federal income tax returns. The refunds amounted to a considerable sum, and the internal revenue agents reand the internal revenue agents re-fused to allow the deductions.

In subsequent litigation, the higher court held that these deductions were proper and legal.

Things You Can't Do

YOU CAN'T sue directors of a corporation if testimony shows that the directors have handled the corporation's business successfully, and with-

out fraud or deceit.

In S. Solomont & Sons Trust, Inc.
v. New England Theatres Operating
Corp., 93 N. E. (2d) 241, Mass., this
question was presented the higher
court: Can a minority of stockholders in a theatre corporation sue the directors of the corporation? According to a recent higher court, the answer is no.

The majority of the stockholders decided that it was not in the best interest of the corporation to sue the directors, who had been successful managers of the business, especially in view of the possibility of antagonizing them.

The higher court held that the minority stockholders could not file the suit on behalf of the theatre corporation. The court said:

"The plaintiffs [minority] de-manded that the corporation engage in controversy with its principal executives, whose administration had been, and was continuing to be, most successful. Under their management the once precarious financial condition of the corporation had greatly improved, its indebtedness had been discharged, and it had begun to pay dividends."

For comparison, see Brewer v. Boston Theatre, 104 Mass. 378, 395. With respect to the power of a majority of stockholders in a theatre corporation the court said:

"A majority of the corporators have no right to exercise the control over the corporate management, which legitimately belongs to them, for the purpose of appropriating the corporate property or its avails or income to themselves or to any of the shareholders, to the exclusion or prejudice of the others."

YOU CAN'T receive credit for tax purposes on a value you set on pre-ferred stock, unless you prove that the stock actually is worth your valuation.

For instance, in Fox Corp. v. United States, 165 Fed. (2d) 639, a corporation sued the United States for income taxes which the corporation's officials alleged it overpaid. Testimony omciais alleged it overpaid. Testimony showed that the corporation had purchased a plant for \$1,250,000 in cash, plus all of the corporation's authorized preferred stock, consisting of 5,000 shares of a par value of \$100 each, or \$500,000. The Federal Tax Commissioner concluded that the preferred stock year worth only \$250,000 ferred stock was worth only \$250,000 at the time the plant was acquired instead of \$500,000 as claimed by the corporation, and increased the tax accordingly.

The higher court held that the commissioner was correct, since the cor-poration failed to prove positively that the preferred stock was worth \$100 per share.

TRANSPORTATION

Things You Can't Do

YOU CAN'T avoid liability for a shipper's lost, destroyed or damaged merchandise even though you prove that your employees' negligence did not cause the damage. However, if a shipper damages your equipment, you cannot recover damages unless you prove exactly what negligence of the shipper caused the damage.

For example, in Beer Distributors, Inc., v. Winfree, 57 S. E. (2d) 902, Va., testimony showed these facts: A carrier proved that a comparatively new semi-trailer loaded with bottled beer was left on a shipper's lot, rest-ing properly on the landing gear, which had operated safely for a long period. The shipper later moved the trailer; two hours after the trailer had been moved, the landing gear slid forward and bent upward, dropping the forward end of the trailer to the concrete driveway, causing considerable damage. The carrier owner of the trailer sued the shipper for damages but failed to prove that the latter's negligence caused the trailer to collapse. Hence, the higher court refused to hold the shipper liable. The court said:

"From the testimony it is quite clear that why and how the accident occurred is not shown. The burden of making such a showing was upon the plaintiff [carrier]. It cannot be properly concluded from the evidence whether the collapse was caused by improper movement of the trailer, by defective equipment, or by accident. If any one of these might have been the cause then the plaintiff must fail because it is his duty to single out and point with reasonable certainty to the cause. To say that neither negligent handling of the trailer or defeative conjument. defective equipment was the cause would be to indulge in pure specula-

YOU CAN'T avoid liability for a collision with your stalled truck at night, unless you prove that your driver gave approaching drivers of other vehicles adequate warning of the presence of your truck in a dangerous location.

In Gunter v. Fisher, 41 So. (2d) 692, La., it was brought out that a driver had some motor trouble while driving at night. He brought the truck to a stop on the right-hand side of the paved portion of the highway.

While attempting to start the truck or push it off the highway, a car driven by one Gunter collided violently with the rear of the truck. The violence of the collision, which practically demolished the front portion of the Gunter car, jammed the doors in such a way that Gunter was imprisoned in the car and seriously injured.

In subsequent litigation, the higher court held Gunter entitled to recover heavy damages.

The court explained that the damage allowances could have been avoided had the truck driver used reasonable care and flagged down Gunter's car, or placed flares on the highway to warn approaching drivers of the danger.

For comparison, see Green, 48 Atl. (2d) 390. This court awarded a husband and wife \$85,000 for injuries caused by a negligent driver.

A reader recently asked this question: "What is the limit of damages allowed a pedestrian or other person injured through negligence of the driver of a common carrier?

The answer is that there is no limit. For example, in Batts v. Joseph Newman, Inc., 71 Atl. (2d) 121, N. J., it was shown that employees of a common carrier affixed a cylindrical tank to a motor truck and that the tank worked itself loose while the truck was being driven through city streets. The tank struck a pedestrian, causing compound, comminuted fractures of both legs. As a result of these injuries, the pedestrian was hospitalized for more than a year and suffered a considerable degree of permanent disability. The jury awarded the pedestrian \$66,000 in damages. Later. the damage allowance was reduced to \$48,000 and the higher court approved the verdict.

See also C. B. Smith v. L and N. Hamilton County, Ohio, reported September, 1950. Here, a pedestrian was awarded \$225,000 for loss of both legs through the negligence of a common carrier.

YOU CAN'T rely upon a custom to relieve your driver from responsi-bility for a collision caused by his failure to obey lawful traffic laws and rules.

For example, in Stephens v. Cutsforth, 40 N. W. (2d) 389, Wis., it was pointed out that it was a custom or agreement among certain truck drivers that loaded trucks could be driven on the smooth portion of the highway and empty trucks on the rough portion, even though it involved driving on the wrong side of the road.

One day, the driver of a loaded truck was driving on the left side of the road. An empty truck traveling on the right side collided with it. Each driver testified that he saw the other about a quarter of a mile away.

The higher court held the owner of the loaded truck liable in damages to the owner of the empty truck, saying:

"There is no indication that an agreement could supplant the statutory rules of the road upon a public highway entirely open for public travel."

WAREHOUSING

Things You Can Do

YOU CAN hold a seller liable on a guarantee, if the contract of storage and the warehouse receipt are assigned to you.

For illustration, in Hunter, Inc., v. Foust Distilling Co., 181 Fed. (2d) 543, testimony showed that the Wilson Co. was sold 2,535 barrels of rye whiskey, which were in a warehouse. Proper warehouse receipts were issued, and as part of the transaction, the seller gave the Wilson Co. a war-The Wilson Co. sold the whiskey to the Hunter Co. the latter sued the original seller on breach of warranty.

Although the seller argued that his guarantee to the Wilson Co. was not effective nor assignable to the Hunter Co., the higher court held the seller

liable, stating:

"It is illogical to contend that Foust [original seller] was making merely a personal promise to its vendee [Wilson Company] when the warehouse receipt contained language showing that it might be assigned and that it was salable."

When warehoused goods are damaged, lost or destroyed, will the court hold the warehouseman liable without proof that it was his negligence which caused the loss? Under what circumstances is a warehouseman liable in damages for lost or destroyed goods when no definite proof is given that his negligence caused the loss?

In Denning Warehouse Co. v. Widener, 172 Fed. Rep. (2d) 910, testimony showed that one Widener stored a large quantity of broomcorn in a warehouse owned by the Denning Warehouse Co. One night, a fire of unknown origin destroyed the warehouse. Widener sued for the value of the broomcorn.

The warehouse company's counsel argued that it could not be liable because Widener failed to prove that the fire was caused by the negligence of the company's employees. Widener, however, proved that the warehouse failed to have a night watchman on duty at the time of the fire; permitted inflammable trash to collect in the warehouse, and permitted smoking in the room where the broomcorn was stored. Widener alleged that these acts were the proximate cause of the The lower court entered judgment against the warehouse company for the value of the broomcorn.

The higher court approved the verdict, saying:

"It is for the jury to determine whether the specific acts of negligence proximately contributed to the fire. Of course, there was no direct evidence tending to show that any specific act of negligence was the proximate cause, but it was a permissible in-ference from the facts as found."

While there was no direct proof that the warehouseman's negligence contributed to the fire, the jury was found justified in deciding that the circumstantial evidence indicated that the broomcorn was destroyed through negligence of the company's emplovees.

For comparison, see Luke v. Security Storage & Van Co., 24 So. (2d) This court said:

"A warehouseman, in order to escape responsibility for the loss of goods intrusted to its care, must show that the loss did not occur through its fault; but where it is shown that the usual precautions have been taken to prevent a fire it is not liable for the loss due to the fire."

Recently, a reader wanted to know whether a warehouseman may commingle stored goods.

YOU CAN deliver to a patron goods of "like" quality instead of his actual goods if you prove that it is a custom to mix goods stored by different patrons.

For illustration, see Smith, Inc. v. Rosalia Warehouse, 219 Pac. (2d) 986, Wash.

A man named Smith stored peas a warehouse. The warehouseman in a warehouse. The warehouseman mixed the peas with other peas stored by other patrons, as was the general custom in this locality.

Later, Smith sued the warehouse-man to recover damages represent-ing the difference in value between the peas he delivered to the warehouse and those delivered to him by the warehouseman. The higher court refused to hold the warehouseman liable.

"Other peas," said the court, "were delivered by various growers to the same warehouse. They were all commingled in a common mass A warehouseman, pursuant to a general custom, is allowed to store fungible goods in bulk where no instructions forbidding such practice are received from the depositor, and he may discharge his obligation to the owner by delivering to him goods of like amount, kind. grade and quality."

Things You Can't Do

YOU CAN'T expect a higher court to reverse a decision rendered by duly appointed arbitrators.

In McDevitt v. McDevitt, 73 Atl. (2d) 394, Pa., it was brought out that two brothers, Charles and Richard McDevitt, were associated in a general storage and warehouse business. They signed a contract which provided that, in the event of the death of either, the survivor could continue the business, purchasing the deceased partner's interest at a valuation set by arbitrators. Charles died. arbitrators decided that the value of the decedent's interest was \$150,-311.74. Heirs of Charles filed suit and introduced evidence proving that another person had made a cash offer of \$215,000 for the interest in the partnership.

Nevertheless, the higher court authorized Richard to purchase the partnership interest at the price set by the arbitrators.

"Arbitrators," ruled the court, "are the final judges of both law and fact, and an award will not be renewed or set aside for mistake in either. . . . Arbitration agreements are strictly construed and are not to be extended by implication."

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PRODUCTS and SERVICES OF ADVERTISERS IN THIS ISSUE

(To locate advertisements see index on page 88)

ATTACHMENTS, FORK TRUCK

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Bater-Raulang Co., Cleveland, Ohio Clark Industrial Truck Div., Clark Equipment Co., Battle Creek, Mich. Mercury Manufacturing Co., Chicago, III. Mobilit Corp., Portland, Ore. Silent Hoist & Crane Co., Inc., Brooklyn, N. Y. Yale & Towne Mfg. Co., Philadelphia, Pa.

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Fruehauf Trailer Co., Detroit, Mich. Gerstenslager Co., Wooster, Ohio

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BODIES, VAN Fruehauf Trailer Co., Detroit, Mich. Gerstenslager Co., Wooster, Ohio

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Darnell Corp., Ltd., Long Beach, Cal. Mercury Manufacturing Co., Chicago, III.

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Webb Co., Jervis B., Detroit, Mich.

CONVEYORS, BELT Webb Co., Jervis B., Detroit, Mich.

CONVEYORS, CHAIN-in-FLOOR Webb Co., Jervis B., Detroit, Mich.

CONVEYORS, LIVE ROLLER Webb Co., Jervis B., Detroit, Mich.

CONVEYORS, ROLLER

Webb Co., Jervis B., Detroit, Mich. CONVEYORS, TROLLEY

Webb Co., Jervis B., Detroit, Mich.

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Mercury Manufacturing Co., Chicago, III.

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FREIGHT CARRIERS American Airlines, Inc., Home Office, New York, N. Y.

Branch Motor Express Co., Home Office, New York, N. Y.

Consolidated Freightways, Home Office, Portland, Ore.

Delta Air Lines, Inc., Home Office, Atlanta, Ga.

Flying Tiger Line, Inc., Home Office, Los Angeles, Cal. Trans World Airlines, Home Office, Kansas City, Mo.
Union Pacific Railroad, Home Office, Omaha,
Nebr.

HOISTS, CHAIN Yale & Towne Mfg. Co., Philadelphia, Pa.

HOISTS, ELECTRIC Yale & Towne Mfg. Co., Philadelphia, Pa.

HOISTS, ELECTRIC (Trolley) Yale & Towne Mfg. Co., Philadelphia, Pa.

HOLDUP ALARMS

American District Telegraph Co., New York, N. Y. JACKS, SKID

Yale & Towne Mfg. Co., Philadelphia, Pa.

LONG DISTANCE MOVERS United Van Lines, Inc., Home Office, St. Louis,

PORTS Port of Los Angeles, Los Angeles, Cal.

PULLERS, RATCHET Yale & Towne Mfg. Co., Philadelphia, Pa.

RACKS, STORAGE Yale & Towne Mfg. Co., Philadelphia, Pa.

REFRIGERATION EQUIPMENT (Highway) Trailmobile Co., The, Cincinnati, Ohio

SCALES, INDUSTRIAL Yale & Towne Mfg. Co., Philadelphia, Pa.

SMOKE DETECTING SYSTEMS American District Telegraph Co., New York, N. Y.

SNOW PLOWS Mercury Manufacturing Co., Chicago, III.

SPRINKLER SUPERVISORY SERVICE American District Telegraph Co., New York, N. Y. SWEEPERS, INDUSTRIAL Mercury Manufacturing Co., Chicago, III.

SYSTEMS, OVERHEAD MONORAIL Webb Co., Jervis B., Detroit, Mich.

TRACTORS, INDUSTRIAL (Elec.) Baker-Raulang Co., Cleveland, Ohio Mercury Manufacturing Co., Chicago, III. Yale & Towne Mfg. Co., Philadelphia, Pa.

TRACTORS, INDUSTRIAL (Gas) Clark Industrial Truck Div., Clark Equipment Co., Battle Creek, Mich. Mercury Manufacturing Co., Chicago, III.

TRACTORS, INDUSTRIAL (Non-Riding) Lift Trucks, Inc., Cincinnati, Ohio Yale & Towne Mfg. Co., Philadelphia, Pa.

TRAILERS, INDUSTRIAL Mercury Manufacturing Co., Chicago, III. Silent Hoist & Crane Co., Inc., Brooklyn, N. Y. Yale & Towne Mfg. Co., Philadelphia, Pa.

TRAILERS, LOW-BED Fruehauf Trailer Co., Detroit, Mich.

TRAILERS, TRUCK Fruehauf Trailer Co., Detroit, Mich. Trailmobile Co., The, Cincinnati, Ohio

TROLLEYS, MONORAIL Webb Co., Jervis B., Detroit, Mich. Yale & Towne Mfg. Co., Philadelphia, Pa.

TRUCKS, APPLIANCE

Stevens Appliance Truck Co., Augusta, Ga.

TRUCKS BOX (Hand) Mercury Manufacturing Co., Chicago, III.

TRUCKS, ELEVATING PLATFORM (Elec.) Baker-Raulang Co., Cleveland, Ohio Mercury Manufacturing Co., Chicago, III. Yale & Towne Mfg. Co., Philadelphia, Pa.

TRUCKS, ELEVATING PLATFORM (Non-Riding)

Lift Trucks, Inc., Cincinnati, Ohio Yale & Towne Mfg. Co., Philadelphia, Pa.

TRUCKS, HAND (Three-Wheel) Stevens Appliance Truck Co., Augusta, Ga.

TRUCKS, LIFT (Hand) Lift Trucks, Inc., Cincinnati, Ohio Yale & Towne Mfg. Co., Philadelphia, Pa.

TRUCKS, PALLET (Hand) Yale & Towne Mfg. Co., Philadelphia, Pa.

TRUCKS, PALLET (Non-Riding) Clark Industrial Truck Div., Clark Equipment Co., Battle Creek, Mich. Lift Trucks, Inc., Cincinnati, Ohio Yale & Towne Mfg. Co., Philadelphia, Pa.

TRUCKS, PALLET-STACKING (Non-Riding)

Yale & Towne Mfg. Co., Philadelphia, Pa.

(Continued on following page)

JANUARY, 1951

AID TO BUYERS-Continued

TRUCKS, PALLET-STACKING (Straddle, Non-Riding) Yale & Towne Mfg. Co., Philadelphia, Pa.

TRUCKS, PLATFORM (Hand)
Mercury Manufacturing Co., Chicago, III.

TRUCKS, PLATFORM (Powered, Elec.)
Baker-Raulang Co., Cleveland, Ohio

Mercury Manufacturing Co., Chicago, III. Yale & Towne Mfg. Co., Philadelphia, Pa.

TRUCKS, PLATFORM (Powered, Non-Riding) Lift Trucks, Inc., Cincinnati, Ohio

WAREHOUSES

See section immediately following

WATCHMEN'S SUPERVISORY SERVICE American District Telegraph Co., New York, N. Y. WATERFLOW ALARMS

American District Telegraph Co., New York, N. Y.

WHEELS, INDUSTRIAL

Darnell Corp., Ltd., Long Beach, Cal. Mercury Manufacturing Co., Chicago, III.

WINCHES

Mercury Manufacturing Co., Chicago, III. Silent Hoist & Crane Co., Inc., Brooklyn, N. Y. Yale & Towne Mfg. Co., Philadelphia, Pa.

BOOKS and CATALOGUES

A BULLETIN describing Lyon-Raymond heavy-duty hand pallet trucks of 4,000 and 6,000 pounds has been published. Actual "on the job" applications show how the truck is used in confined areas and in conjunction with power-operated models. Lyon-Raymond Corp., 13978 Madison St., Greene, N. Y.

A REFERENCE CHART, for firms whose packages or packaging materials must meet the specifications of military services, has been prepared. The chart lists the principal government symbols, types of packaging, adhesive applications, and the type numbers of National's "Resyn" adhesives that are acceptable under the specifications. National Adhesives, 270 Madison Ave., New York

OBITUARIES

John P. Alwater, 44, president of Interstate Motor Freight System, Cleveland, Nov. 30.

Joseph F. Lampe, 56, vice-president of Shippers Express, Inc., Cincinnati.

Lawrence E. Thornton, 50, superintendent of the Baltimore & Ohio Chicago Terminal Railroad Co., Nov. 21. He was a member of the Western Railway Club of Chicago and the American Railway Engineering Assn.

Coming Events

Jan. 19-20—New Mexico Motor Carriers Assn., annual convention, Hilton Hotel, Albuquerque, N. M.

Jan. 20-23—Local Cartage National Conference, annual convention, Buffalo, N. Y.

Jan. 21-23—Truck-Trailer Manufacturers' Assn., annual convention, Edgewater Gulf Hotel, Edegwater, Miss.

Feb. 2-4—The Refrigeration Research Foundation, annual meeting, Statler Hotel, Boston.

Feb. 4—Associated Warehouses, Inc., 17th annual meeting, Statler Hotel, Boston.

Feb. 4—Allied Distributors, Inc., annual meeting, Statler Hotel, Boston.

Feb. 4—Allied Distributors, Inc., annual

meeting, Statler Hotel, Boston.
Feb. 5—Distribution Service, Inc., annual meeting, Statler Hotel, Boston.

Feb. 5-7—National Truck Leasing System, Inc., annual meeting, Sheraton Hotel, Chicago.

Feb. 5-9—American Warehousemen's Assn., 60th annual meeting, Statler Hotel, Boston.

Feb. 8-10—Colorado Motor Carriers Assn., annual convention, Cosmopolitan Hotel, Denver.

Feb. 9—American Chain of Warehouses, annual meeting, Statler Hotel, Boston.

Feb. 11-15—National Furniture Warehousemen's Assn., 30th annual convention, Waldorf-Astoria, New York.

Apr. 5-6—American Society of Traffic &
Transportation Institute, Northwestern

University, Chicago.

Apr. 5-10—National Tank Truck Carriers
Conference of ATA, annual convention,
Boca Raton Club, Boca Raton, Fla.

Management Assn.,

Apr. 17-20—American Management Assn., 20th National Packaging Exposition, Atlantic City, N. J.

Apr. 22-27—Mayflower Warehousemen's
Assn., annual convention, Broadmoor
Hotel, Colorado Springs, Colo.
Apr. 30-May 4—Fourth National Materials

Apr. 30-May 4—Fourth National Materials Handling Exposition, International Amphitheatre, Chicago. June 4-7—Canadian Warehousemen's Assn.,

June 4-7—Canadian Warehousemen's Assn., annual meeting, Seigniory Club, Montebello, Que. July 20-21—South Carolina Motor Truck

July 20-21—South Carolina Motor Truck Assn., annual convention, Ocean Forest Hotel, Myrtle Beach, S. C.

Oct. 10-11—National Assn. of Shippers Advisory Boards, 15th annual meeting, Hotel Cleveland, Cleveland.

Oct. 22-24—Packaging Institute, 13th annual forum, Hotel Commodore, New York

Oct. 22-26—American Trucking Assns., Inc., annual convention, Stevens Hotel, Chicago.

Nov. 15-16—National Industrial Traffic League, annual meeting, Palmer House, Chicago.

ACTIVITIES

(Continued from page 52)

president in charge of operations and maintenance department; Edward H. Bunnell, vice president in charge of finance, accounting, taxation and valuation department; Dr. Julius H. Parmelee, vice president and director of the Bureau of Railway Economics; Robert S. Henry, vice president in charge of public relations department; Walter J. Kelly, vice president in charge of traffic department; James M. Souby and Thomas L. Preston, general solicitors; and George M. Campbell, secretary-treasurer.

The following were chosen as directors: West—C. E. Denney, Northern Pacific Railway; J. D. Farrington, Rock Island Lines; F. G. Gurley, Atchison, Topeka and Santa Fe Railway; J. P. Kiley, Chicago, Milwaukee, St. Paul and Pacific Railroad; A. T. Mercier, Southern Pacific Co.; P. J. Neff, Missouri Pacific Lines; and A. E. Stoddard, Union Pacific. East—Walter S. Frankly, Pennsylvania Railroad; E. S. French, Boston & Maine and Maine Central Railroads; P. W. Johnston, Erie Railroad; G. Metzman, New York Central System; Roy B. White, Baltimore & Ohio Railroad; and William White, Delaware,

Lackawanna and Western Railroad. South—C. McD. Davis, Atlantic Coast Line Railroad; Wayne S. Johnston, Illinois Central Railroad; Ernest E. Norris, Southern Railway System; and L. R. Powell, Jr., Seaboard Air Lines Railroad.

Interstate Commerce Commission has under consideration a petition from 175 railroads asking for 4 per cent freight rate rise in Official Territory (east of the Missippi and north of the Ohio and Potomac rivers). Applying across-the board (excepting coal), the increase would boost rail revenues by \$141 million annually. The increases requested on coal are 12 cents per net ton and 13 cents per gross ton. The petition covering traffic "within, from, to or via official territory," does not ask for an increase on freight car demurage charges or charges for handling, loading or unloading export, import, coastwise, or inter-coastal traffic which do not affect the measure of the line-haul rate and are not in addition to the line-haul rate.

Warehousing

Kansas City Warehousemen's Assn., Inc., Merchandise Division, North Kansas City, Mo., at its annual meeting at the Hotel Continental, Dec. 6, has elected Charles C. Daniel, Central Storage Co., president. Mrs. E. M. Busey, Radial Warehouse Co., is secretary and treasurer. Directors include Oscar S. Anderson, Adams Transfer & Storage Co.; Alfred J. Crooks, Crooks Terminal Warehouses; and Harry A. Dale, W. E. Murray Transfer & Storage Co. Ex Officia "member of the board" is Morris M. Stern, Mid-West Terminal Warehouse; and Kansas representative is Lawrence J. Canfield, Inter-State Moving & Storage Co.

Pennsylvania Furniture Warehousemen's Assn., at its annual meeting in Philadelphia, Oct. 21, has elected Edward C. Werner, Ed Werner Transfer & Storage, Pittsburgh, president. Other officers elected include A. Duie Pyle, Pyle's Storage Warehouse, vice president; Myles F. Rockey, M. F. Rockey Storage Co., New Cumberland, secretary; and John F. Christie, Ryan and Christie, Bryn Mawr, treasurer. Directors are C. W. Nicholas, O. H. Nicholas Transfer, Butler; John Sturdevant, Post Storage, Inc., Scranton; Samuel U. Williams, Reliable Transfer, Uniontown; and Harry L. Gormley, Keystone Lawrence Transfer & Storage, New Castle. Directors of the Philadelphia Chapter are J. Wallas Fager, Miller North Broad, and Charles De Long, Monarch Storage Co. Directors of the Pittsburgh Chapter are Paul Shanahan, Shanahan Transfer, and Walter Hasley, Hasley Bros.

JA

Public Warehouse Section

Warehousing is an integral part of distribution in several ways. Public warehouses are not merely depositories for the safeguarding of personal effects or industrial commodities; many are equipped to perform a wide range of services in addition to storage. Among those services are:

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This special advertising section of public warehousing has been consolidated for ready reference and maximum utility. It includes merchandise, refrigerated, household goods and field warehouses. For shippers' convenience, states, cities and firms have been arranged alphabetically.

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Merchandise and Household Goods
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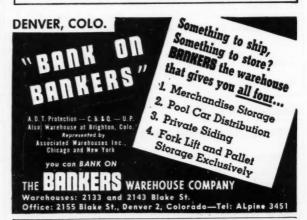


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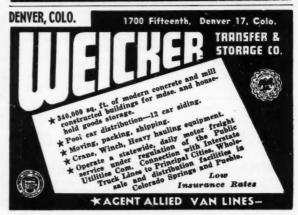
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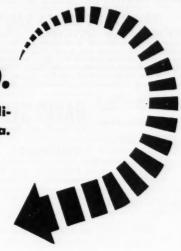
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Household Goods & Merchandise Storage. Free Switching—Sprinkler System





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Louisville Member AMERICAN CHAIN-DISTRIBUTION SERVICE, INC.

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Commercial Terminal **Warehouse Company**

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Modern Merchandise Warehouses

A dependable agency for the distribution of merchandise and manufactured products.

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Cartage Storage Distributing and Grading

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Located within the city limits, adjacent to North Station. Brick-and-concrete buildings; 300,000 sq. ft. space, some sprinklered and heated. A. D. T. burglary alarm service, U. S. Customs and Internal Revenue bonded space. Boston & Main R. R. delivery.

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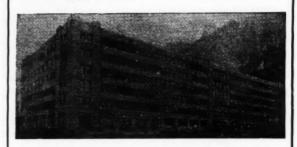


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Modern concrete buildings, fully sprinklered, serving the west side of Detroit and the city of Dearborn. Specializing in heavy and light package merchandise and liquid commodities in bulk. Connected directly with every railroad entering the city.

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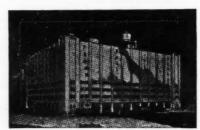
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Agent for Allied Van Lines, Inc.



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Since 1919

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 It is possible here to secure the same high-grade service you would expect in your own branch warehouse, but at less expense and without worry or trouble. Saginaw is a distribution point for Northeastern Michigan. Every merchandise warehouse facility is available at Central-Warehouse Co.

Merchandise storage, cartage, pool car distribution, daily direct service to all points within 75 miles by responsible carriers.

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35 Car direct siding all local Railroad
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ADDITIONAL 250,000 Sq. Ft. Warehouse Space at COM-

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Distribution and storage of merchandise. Fireproof Warehouses—Motor van service. On railroad siding—Lowest Insurance rates. PACKING-STORAGE-SHIPPING

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Pool Car Distribution, Long Distance Moving Buildings Sprinklered throughout, Low Insurance Rate PACKING, CRATING, SHIPPING Union

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COMPLETE FREIGHT DISTRIBUTION & WAREHOUSING In Kansas City, Missouri and Its Trade Area

Pool Car distribution. Merchandise warehousing. Car loading and unloading; Local delivery and pick-ups.

Private 12-car switch tracks. Modern sprinkler equipped warehouse. Ideally located in principal wholesale district, convenient to all freight terminals. WRITE for details.

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Over 70 YEARS "The Symbol of Service"

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Choicely Located Warehouses in

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To Insure Efficient and Economical Coverage of this Great Marketing Area

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Modern Facilities
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ALL BRANCH HOUSE FUNCTIONS INCLUDING:

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It costs you nothing to Investigate Grooks Terminal facilities. Phone, wire or write us regarding your needs.

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POOL CAR DISTRIBUTION

We operate our own fleet of motor trucks. Leading docks: R. R. siding Missouri Pacific. Inquiries answered promptly.

Lack of standardization in aircraft increases initial and operating costs for both commercial operators and the government, a Boeing Airplane official told the recent annual meeting of the American Society of Mechanical Engineers. He referred specifically to disparity in standards between military requirements and those established by the CAA for commercial operators.



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"Serving industry for twenty-six years"

OVER 1,000,000 Sq. Ft. of WAREHOUSE Space

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Pool car distribution Reforwarding storage in transit A.D.T. Alarms and sprinkler systems Traffic and legal depts. Bonded employees

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As well as general warehousing and cold storage—also pool car distribution and forwarding—Insurance 16.2c. per \$100.00.

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Complete Facilities for Storage of Merchandise and Household Goods
Step in Transit and Peel Car Distribution
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Pool Car Distribution BONDED FIREPROOF STORED OR SHIPPED

LINCOLN, NEBR.

1889 62 Years of Continuous Service

Merchandise and Household Storage—Pool Car Distribution We operate Thirty Trucks and have connections to all points in the State. Our buildings are clean, both Fire and Non-Fireproof, located on the lines of the C. B. & Q.—Mo. Pacific and Union Pacific with all other lines entering either city, absorbing switching. We are Bonded by the State—Our Rates are reasonable. We solicity your business and guarantee satisfaction. Investigation invited.

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STORAGE & MOVING COMPANY Omaha's Omaha 2. Nebraska Omaha 2. Nebraska Omaha 2. Nebraska Omaha's mest medera, sentrally lecated warehous. Fireproof construction—Fully syntheters—I warehous on I.C. R.R. and U.P. R.R. U. S. Customs Bend. General Merchandiss—Cooler Storage—Household George Storage. Alto operate modera facilities in Council Bluffs, lewa. Our own fleet of trucks for sulks delivers.

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Warehouses Inc. Merchandise and Household Goods

Four modern, sprinklered warehouses, located on trackage. We handle pool cars, merchandise and household goods. Trucking Service. Let us act as your Omaha Branch.

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Direct R. R. Siding, Boston & Maine R. R.

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T. R. Clark,
Manager
Fel.—Market 3-1830
FACILITIES—500,000 sq. ft. Reinf. concrete & steel. Flr. id. 250 lbs. Fireproof.
Auto. Fire & Burg.—ADT. Ins. \$,167. Siding PRR. 30 cers. Shelt. plat. 20 trks.
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Bit. Con.: Fngr. Type Elev; Frt. Plat. Elev.; 5 Pbl. Trg. Mach.; 4 Elev. Pol. trf.
WEMBER—A.W.A.; N. J. Mtr. Trk. Assoc.: Whse. Assoc. et N. Y.

HANDLING THE MANPOWER SHORTAGE

(Continued from page 19)

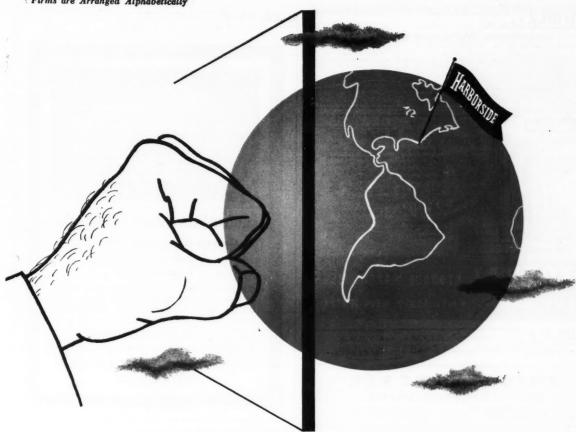
labor market should not be subjected to undue physical strain any more than the older people. Here, too, mechanical equipment will be necessary if the injuries often sustained by untrained employees are to be kept at a minimum. If industry as a whole will accept a wider use of materials handling equipment, not only will we able to meet the labor shortage which is facing us now, but we will be prepared to continue our high rate of production in peacetime.

A labor shortage will show itself

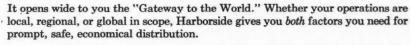
within the next 10 years regardless of emergency conditions. Again referring to the census figures, the number of men from 10 to 19 years of age decreased by 2,000,000, or eight per cent. We will be forced to wait until those now under 10 have grown to manhood before we can expect to see an increase in our labor market. The intervening years must see a marked increase in the use of mechanical equipment. Furthermore, if an all-out emergency occurs, we will have another dip in our labor supply due to another drop in the birth rate.

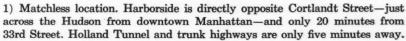
It will be necessary for the manufacturers of materials handling equipment to sell more than equipment. The manufacturers-and the engineers and colleges, too-will have to sell "know-how," as well. Equipment can help us only if its application is thoroughly understood.

The labor shortage is here; the demand for increased production is here. The need must and will be met. The materials handling industry must be prepared to play its part.



this opportunity knocks twice





2) The incomparable modern facilities and services of the world's greatest railwater terminal. Harborside provides 43.5 acres of floor space under one vast roof. Dry- and cold-storage warehousing... office, showroom, and manufacturing space... free and bonded stores... pool car service, transshipment, and distribution. Competent handlers use 100 percent mechanized equipment.

Harborside has direct connections with the Pennsylvania Railroad, and with all other lines and with steamships, by lighterage; 31-car placement. Write, wire, or telephone us today for our descriptive booklet and full information on Harborside's unique advantages to you.



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WAREHOUSE COMPANY, INC.

IN THE HEART OF THE NEW YORK METROPOLITAN AREA



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TO THE

JERSEY CITY, N. J.

Lackawanna Warehouse Company

Established 1940
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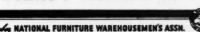
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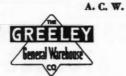
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PACKING AND PACKAGING

(Continued from page 25)

from their regular assignments, had to be used.

A second major remedial measure consists of better utilization of packaging materials. Although most cost-reduction programs in packaging are concerned with dollar savings, the latter generally reflect the use of less or lower-grade material. Obviously, this means that a given supply will go further, and reduces the imbalance between supply and demand.

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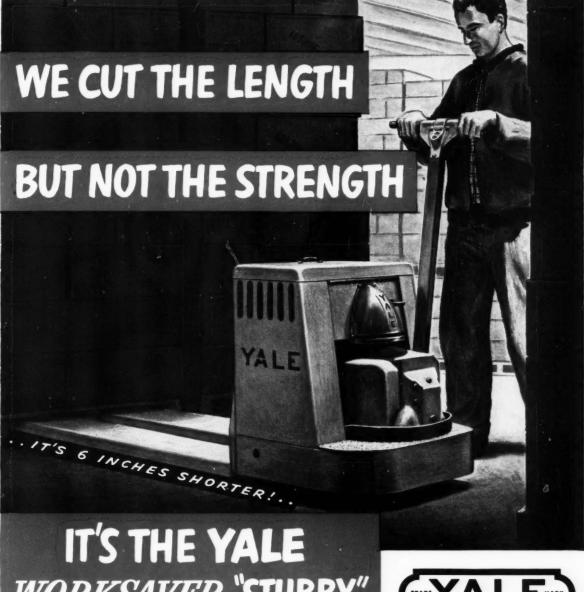
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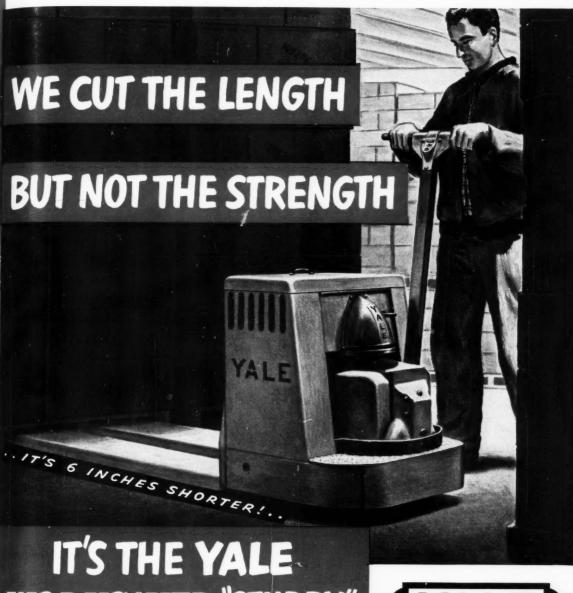
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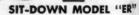
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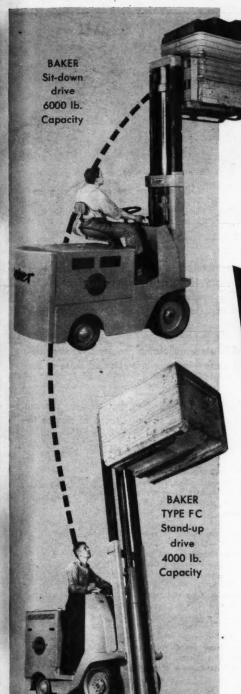
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